

# CHAPTER 15

## ARMY TRAINING

*“The tactics of the patrol (Infantry Rifle Squad) is all that is necessary in the way of tactical training. All that replacements need to know about attack and defense of units, they will know if they are proficient in scouting and patrolling. Unit training is not essential.”*

MG Charles W. Ryder CG, 34th 7Division, 1944

### SECTION I INTRODUCTION

#### 15-1. The training goal

Much has changed since General Ryder voiced what was then a popular and accepted view regarding the training requirements of Infantry soldiers. What has not changed is the Army’s primary mission; to organize, train, and equip forces to conduct prompt and sustained land combat operations—to achieve and sustain the capability to deter and when necessary to fight and win America’s wars. The Army must be trained and ready today. Senior Army officials predict that the explosive growth of commercial information sharing networks and other technologies will fundamentally change the way the Army conducts much of its training both at the soldier and the unit levels. The three pillars of the Army training system are institutional training, unit training, and self development. Each serves one underlying purpose, to enhance the ability of units to perform their missions. Unit readiness is the objective of all Army training.

**a. Institutional training.** Provides institutional centers of excellence in military knowledge and progressive resident and non-resident training and education to enhance individual potential, initiative, and competence in task performance and warfighting skills.

**b. Unit training.** Unit training prepares units to perform their mission essential task lists (METL) so that they are ready to perform their assigned missions when required. Unit training (individual, collective, and joint or combined) takes place outside the Army's institutional base.

**c. Self development.** Provides a means for Army personnel to posture themselves for promotion, better job, or self-motivated improvement in personal performance. Proponents publish a self-development training strategy as Part 2 of the Career Development Model consisting of directed and self-motivated components.

#### 15-2. Chapter organization

This chapter examines Army training by systems. The discussion is presented in seven sections listed here. The chapter concludes with a summary and a list of pertinent references.

- Army Training Overview.
- The Policy, Requirements, and Resourcing Process.
- Training and Doctrine Command (TRADOC) Organization.

- Training Development System.
- The Army School System.
- Training in Units.
- The Training Support System.

## SECTION II

### ARMY TRAINING OVERVIEW

#### 15-3. Army training

The Army Training System is shown in Figure 15-1. Over the years there has been little change in the desired output, but the basic concepts, techniques of training, and methods of measuring and evaluating training are constantly evolving. FM 25-100, *Training the Force*, and FM 25-101, *Battle-Focused Training*, contain the Army's standardized training doctrine applicable throughout the force. They provide the necessary guidelines on how to plan, execute, and assess training at all levels. The manuals provide authoritative foundations for soldier, leader, and collective training.

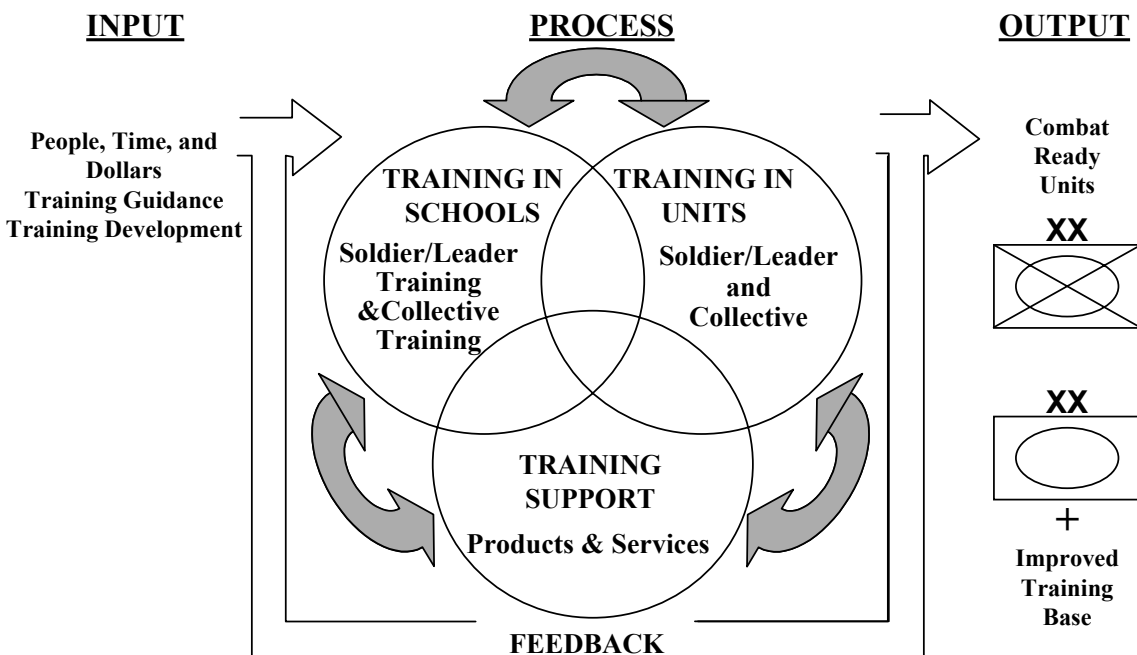
#### 15-4. The three major components of the training system

The three major components of the training system—individual, training in units, and training support—also reflect the mutually supporting role and close balance needed within the system. Training does not operate in a vacuum. It is related to all other Army management systems, including personnel, research and development, resourcing, and logistics.

#### 15-5. Combined arms training strategy (CATS)

**a. Overarching strategy.** The CATS is the Army's overarching strategy for the current and future training of the force. CATS also provides a foundation for quantifying and justifying required Army training resources, which feed into the budgeting process. These training strategies:

- Describe how the Army will train the total force to standard.
- Consist of unit, individual, and self-development training strategies.
- Identify, quantify, and justify the training resources required to execute the training.



## Figure 15-1. The Army Training System

**b. Training strategies development.** The development of training strategies is the first step in designing training:

(1) The Army's Training Strategy provides a capstone strategy for unit, institutional, and self-development training to help ensure the operational readiness of the current and future force.

(2) There are both long- and short-range individual and collective training strategies. Development of these strategies involves decisions on who (unit) what (job or task), how (media, method), when, and where (site) to attain and sustain critical task performance proficiency. They establish the need for training and training programs, courses, products, and materials. These decisions are identified in supporting plans/models.

(3) A process overview would appear as follows:

- Long-range Strategies (3-20 years after execution year)
- Short-range Strategies (execution plus 2 years)
- Program/product design (execution year)

**c. Long-range training strategies.** Long-range training strategies are an initial determination of who (individuals or units) needs training, what type of training is needed, and where and when the training will take place. They cover the third year following the execution year and beyond. Training proponents add these requirements to appropriate plans/models to ensure resources are available for product development and/or training support.

**d. Short-range, or current training strategies.** Short-range, or current training strategies, are based on task analysis data. They are the training design (plan) to attain and sustain the desired level of performance proficiency on each critical task.

**e. Self-development.** Self-development is the individual's responsibility. The purpose of this training strategy is to assist individuals in developing a personal self-development training strategy. It provides a guide for individuals to posture themselves for promotion, better job, or self motivated improvement in personal performance.

**f. Self-motivated component.** The self-motivated component focuses on general recommendations that address skills and knowledge successful individuals have found beneficial to their career development. It consists of the training individuals personally take on to improve their performance, gain new or additional capabilities, or prepare for a new job prior to being assigned.

### 15-6. Future Army training

**a. Distance learning (DL).** To meet the challenge of the future, the Army is in the process of implementing a DL system consisting of a network of information architectures and linkages to support all audiences— individuals, schools and units. The DL network will serve as the conduit through which soldiers, leaders, and units receive information and courseware that meet their specific needs to train and prepare for a broad spectrum of global contingencies. The use of automation technologies doesn't change performance standards expected of soldiers. The Army's DL vision is to transition from the current training framework into a 21st century model. DL does not fundamentally change the way the Army trains, it enhances the way it goes about training by using current and emerging technologies for management and delivery of training to the soldier when and where it is needed. Soldiers in the field, at units, institutions, and at home

will train by accessing informational databases and tuning in to, rather than attending, traditional platform instruction. AA and RC units will select training options (resident and non-resident) based upon their need, time available to train, distance from the “on-site” training site, and other resource constraints. Reliance on traditional training methods will continue, but will be enhanced by the availability and use communications power of the commercial World Wide Web, Internet, and other information transfer systems. Exploiting these technologies takes the classroom to the unit, and the unit to the classroom, providing training in a worldwide virtual training environment. To attain this vision the Army has three primary initiatives, DL, Classroom XXI, and the Reimer Digital Library (RDL). DL is a concept for the delivery of training to the soldier when and where needed; it makes education/training learning facilities achievable. The Total Army DL Program documents and related materials are available on the Internet at <http://www-dcst.monroe.army.mil/adlp/distancelearning/index.html>. Registration for formal Army training including DL courses will be accomplished in the Army Training Requirements and Resources System (ATRRS). The U.S. Army Formal Schools Catalog (DA PAM 351-4) was last published in Oct 95. Current course information is available in ATRRS and on the ATRRS homepage <http://www.atrrs.army.mil>.

**b. Classroom XXI.** Classroom XXI is another major effort that will lead TRADOC into the 21st Century. It focuses on the leveraging of technology to use information in a variety of ways so as to increase the Army’s warfighting capability. The TRADOC Classroom XXI Installation Master Plan is available on the Internet at <http://www-dcst.monroe.army.mil/crxxi/toc.htm>.

**c. RDL.** RDL is the information foundation to support Army XXI. It will provide an interactive library for trainers, training and combat developers, resource managers, and AA and RC soldiers world wide. The completed products are available on the Internet at the RDL Home Page (<http://www.adtdl.army.mil/atdls.html>).

## **SECTION III**

### **THE POLICY, REQUIREMENTS, AND RESOURCING PROCESS**

#### **15-7. General**

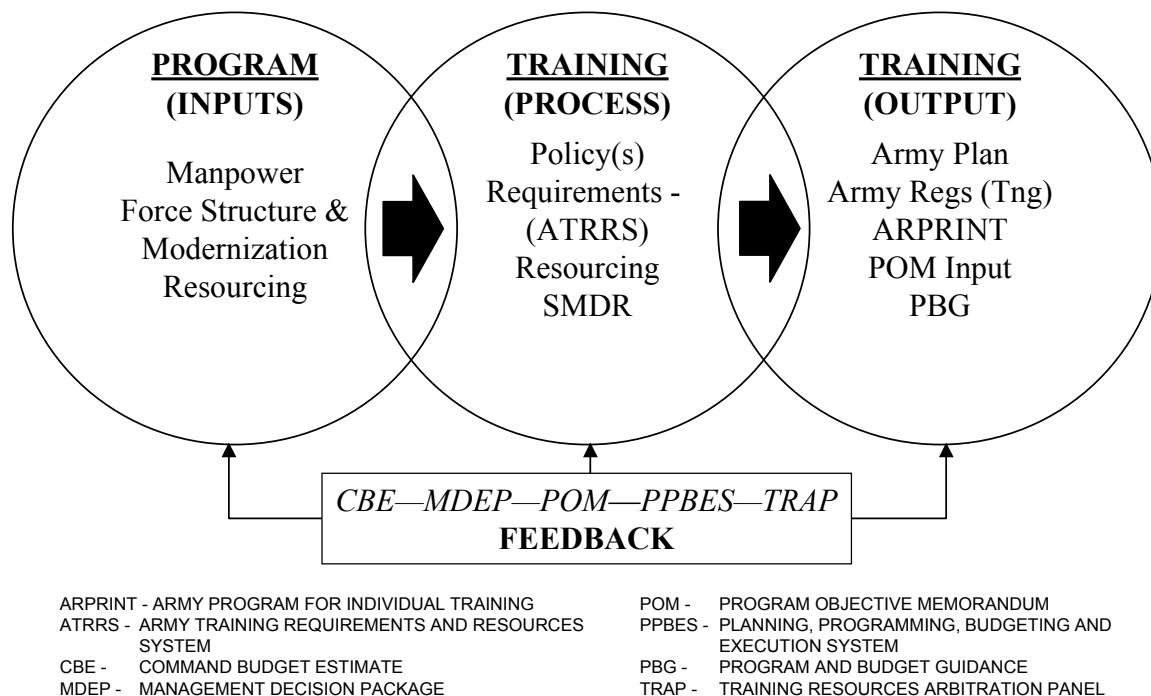
The Policy, Requirements, and Resourcing Process for AA and RC is displayed in Figure 15-2. Input is provided by manpower programs (Chapter 5), force structure changes (Chapters 4, 6, and 7), and resourcing actions (Chapters 9, and 10). Training activities draw Operations and Maintenance, Army (OMA) appropriation funds from Budget Activity 3 (Training), and Budget Activity 2 (General Purpose Forces). Other contributing appropriations are National Guard Personnel, Army; Operations and Maintenance, ARNG, Reserve Personnel, Army; and Operations and Maintenance, Army Reserve.

#### **15-8. Organization**

In October 1978, the Training Directorate was formed in ODCSOPS. The Training Directorate combines the functions of institutional and unit training and training support. It provides the Army a single point of contact for all issues which have training impact. Other DA staff elements which have a direct or indirect impact on the training systems are:

**a. Office of the Assistant Secretary of the Army, Manpower and Reserve Affairs (OASA (M&RA)).** OASA(M&RA) has a training division to assist in the development, implementation, and review of policies and programs related to achieving the Army goal of effective and efficient training and education for the Total Army.

**b. Deputy Chief of Staff for Personnel (DCSPER).** The DCSPER is responsible for linking personnel readiness and training. ODCSPER manages ATRRS and Resources System (ATRRS), the system that supports the Army's institutional training management process (Army Program for Individual Training (ARPRINT)). They manage execution year training program change requests driven by personnel readiness requirements through the training requirements arbitration panel (TRAP). DCSPER also manages administering the manpower requirements of the precommissioning programs for officers (USMA, ROTC, and OCS); and training for equal opportunity, and alcohol and drug abuse (Chapter 13 and 14)



**Figure 15-2. The Policy, Requirements, and Resource Process**

**c. U.S. Army Recruiting Command (USAREC).** Objective is to obtain the quantity and quality of volunteers to meet Army requirements (Chapter 13).

**d. Total Army Personnel Command (PERSCOM).** Projects training requirements for the AA, both officer and enlisted, by fiscal year. ODCSOPS allocates training spaces for AA officers and enlisted based on projected unit requirements and distribution policies.

**e. Army Reserve Personnel Command (AR-PERSCOM).** Commands and controls all individual ready reserve (IRR) members. Provides individual training management to the IRR, both officer and enlisted (Chapter 7). It is responsible for OPMS-USAR and EPMS-USAR, and projects training requirements for USAR, both officer and enlisted, by fiscal year. ARPERCEN allocates training spaces for USAR officers and enlisted based on projected training requirements.

**f. Assistant Secretary of the Army (Financial Management).** Formulates the Army budget, issues manpower and dollar guidance, distributes funds to commands and agencies, and monitors obligation rates and reprogramming actions (Chapter 9).

**g. Assistant Secretary of the Army (Acquisition, Logistics, and Technology).** Manages the life cycle of materiel and nonmateriel items used by individuals and units in mission performance (Chapter 11).

**h. Deputy Chief of Staff for Logistics (DCSLOG).** Responsible for logistics readiness of Army forces, to include supportability/maintainability of equipment in troop units (Chapter 12).

**i. Deputy Chief of Staff for Intelligence (DCSINT).** Responsible for Opposing Force (OPFOR) program and assisting ODCSOPS on intelligence training policy (Chapter 18).

**j. Director of Information Systems for Command, Control, Communications and Computers (DISC4).** Provides policy and procedural guidance for Army visual information and multimedia support. Manages the Information Management Program Evaluation Group (PEG) which resources MACOM and installation visual information/training support center (VI/TSC) operations.

**k. Office of The Surgeon General (OTSG).** Projects training requirements and allocates course spaces internal to AMEDD.

**l. Chief, National Guard Bureau (CNGB).** The National Guard Bureau promulgates training policy for ARNG units through National Guard Regulation (NGR) 350-1. CNGB also programs the resources for NG training and allocates training spaces to the State. National Guard unit commanders are responsible for their units' training. FORSCOM establishes training criteria and supervises training of ARNG units. Policy and guidance are contained in FORSCOM/ARNG Regulation 350-2.

**m. Chief, Army Reserve (CAR).** The CAR programs training resources for the Army Reserve and monitors USAR training activities. The CAR manages professional development training for USAR officers, warrant officers, and senior noncommissioned officers through ARPERCEN (Chapter 7).

## **15-9. Requirements and resourcing**

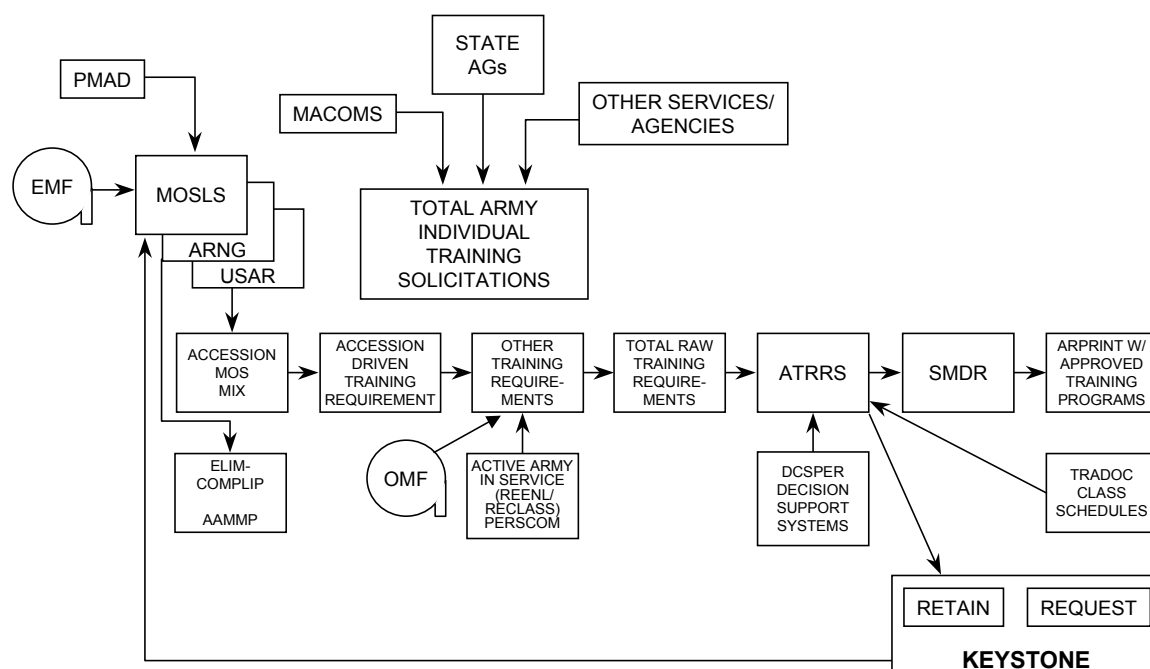
**a. Training PEG.** As one of the Army's six Title X PEGs, the Training PEG programs approximately \$7.8B of Army resources each year. The PEG manages all aspects of training dollars within all components, individual through unit. The Training PEG has 260 management decision packages (MDEPs). The Training PEG is chaired by the Director of Training, ODCSOPS and the ASA(M&RA). MDEP managers articulate and defend resource requirements to the PEG during the building of the Program Objective Memorandum (POM). MDEP managers use various costing models to determine requirements.

**b. Army Training Requirements and Resources System (ATRRS).** ATRRS is the total Army system of record for resident and DL instruction. The database maintains three major segments. They are: (1) records the Army's institutional resident and distance learning training programs; (2) displays class schedules, individual training seat reservations, DL site information, and; (3) course statistical information (input and graduation data). ATRRS allows resource managers to develop individual training requirements, resource courses, and execute training programs based on its program scheduling, reservation and statistical information. It is also capable of supporting DL mission immediate training.

## **15-10. Development of the Army individual training requirements**

**a. Development of individual training requirements.** The development of individual training requirements (Figure 15-3) for the AA begins with the identification of force structure authorizations from the Personnel Management Authorizations Document (PMAD) and AA

Military Manpower Program (AAMMP). PMAD is produced semiannually, usually in August and January. PMAD displays authorizations at the MOS and grade level. The AAMMP is produced monthly and contains manning data such as AA end strength, monthly recruiting requirements, and inputs to training for seven fiscal years.

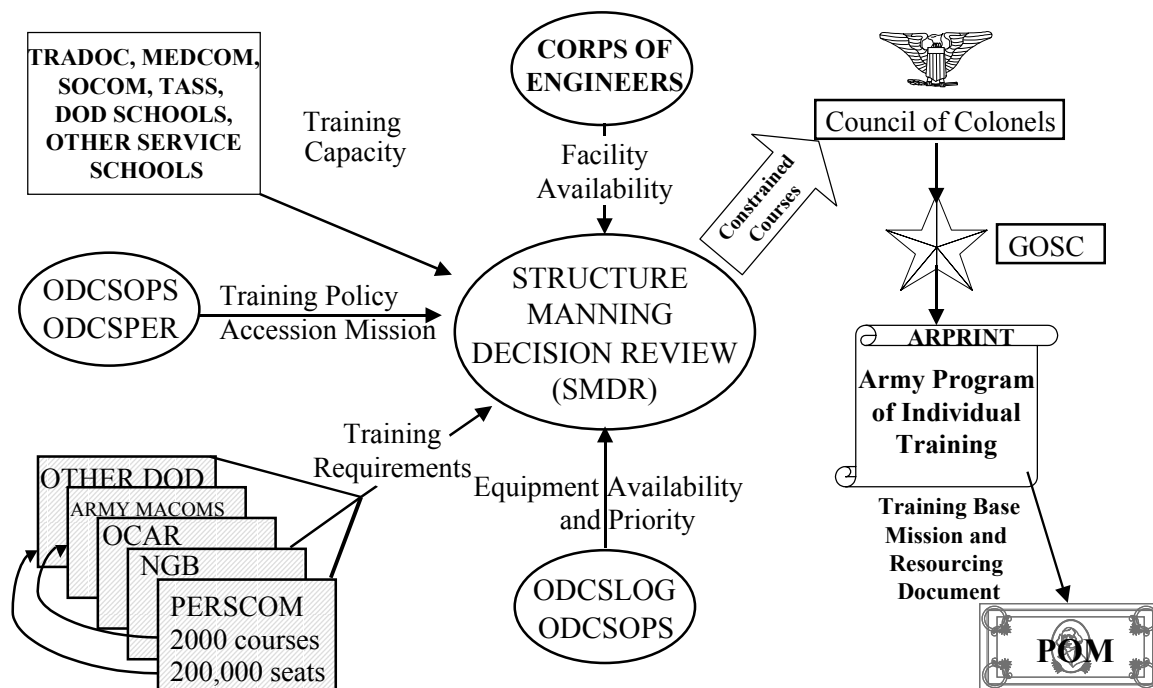


**Figure 15-3. Developing Training Requirements and Resourcing the Training Base**

**b. Military Occupational Specialty Level System (MOSLS).** Using the PMAD, the MOSLS process predicts AA (enlisted) skill requirements. MOSLS compares MOS and grade inventory, aged to the fiscal year under consideration by applying gain, loss, and promotion factors. The difference between the authorizations and the aged (to the fiscal year) inventory constitutes the number of trained soldiers, by skill, that must be produced from the training base (output). Applying training attrition rates at the skill level to the number provides the number required to begin training (input).

**c. Other training requirements.** Other training requirements are identified by PERSCOM for officer and enlisted in-service personnel who require training to support professional development, reenlistment or reclassification programs, and mission requirements. Additionally, PERSCOM solicits in-service training requirements from other MACOMs, State adjutants general, and other Services and agencies via the Total Army Centralized Individual Training Solicitations (TACITS). The TACITS survey is conducted annually. The accession-driven, in-service, and other task based training requirements are combined as total raw training requirements within the ATRRS. The ATRRS' automated databases includes a list of Army task based training courses that includes length, capacity, frequency, and location. It also includes other Services' courses attended by Army personnel. The task based requirements are translated into course requirements and become the total Army's training requirements at the course level of detail by component and fiscal year.

**d. Training program development for each MOS.** After the training requirements for courses are developed, the next major task in the process is the development of the training program for each MOS. The first step in establishing a training program is the structure manning decision review (SMDR), co-chaired by ODCSPER and ODCSOPS. It includes representatives from ODCSPER, ODCSOPS, OTSG, TRADOC, AMC, Army Medical Department Center and School, PERSCOM, ARPERCEN, FORSCOM, NGB, OCAR, USAREC, ODCSLOG, OCE, other services, foreign military sales (FMS), international military education and training (IMET), and the individual proponent school. The purpose of the SMDR (Figure 15-4) is to reach a consensus within the Army for the institutional training program for the first and second POM years and any major changes for the upcoming budget year. Additionally, the SMDR validates training requirements, compares training requirements with school house current resource capabilities (facilities, billeting, manpower), and adjusts training requirements or training resources to form recommended training programs. The SMDR is conducted annually in October. Training requirements are initially established for the third POM year, validated for the second POM year (the primary focus of the SMDR), and “fine tuned” for the first POM year.



**Figure 15-4. Structure Manning Decision Review (SMDR)**

**e. SMDR categorization by course.** The SMDR categorizes each course. The first category is composed of those courses where the total training requirement can be trained with available resources. The second category consists of courses where the requirements exceed the resourced capability of the training base, but either resources can be provided or the requirements reduced to the resourced level without significant impact on the manning program. The third category is those courses where the requirement exceeds the capacity, requires significant resources, and cannot be reduced without significant impact on the manning program. These courses are termed “constrained.” The results of the SMDR are briefed to a council of colonels (COC) which attempts to confirm category two adjustments/resources and move as many courses as possible from category three to category two.



**f. General officer steering committee (GOSC).** All courses in categories two and three are then referred to a GOSC. At that meeting, the general officers take action on the recommendations of the council of colonels. Each course remaining constrained is reviewed as to current authorizations, projected operating strength, training requirements, training capability, source of constraint, resources required to eliminate the constraint, availability of required resources, and a recommended course of action. That review results in a resourced training requirement that is called an approved training program for each course for that fiscal year.

**g. ARPRINT.** After the GOSC is completed, both the training requirement and the training program are published by ODCSPER in the ARPRINT. The ARPRINT is a mission document for the training base as well as the Army in terms of recruitment and professional development education. The ARPRINT identifies, by fiscal year, projected individual training requirements for established courses and for task based courses, where new courses are required. Based on identified training requirements, subsequent actions are taken to provide resources (manpower, money, facilities, ammunition, and equipment) to train the required number of soldiers. The desired flow of soldiers into the schools and training centers aids in development of class schedules to support the ARPRINT for each course. The class schedules are entered into ATRRS. TRADOC reviews the class schedules to ensure that they support the ARPRINT requirement and TRADOC scheduling policy. More information on ARPRINT is found in Chapter 17.

**h. Mobilization Planning System (MPS).** MPS is a subsystem of ATRRS and is designed to give training managers, at or above installation level, prompt access to information necessary to plan for implementation of the mobilization of the Army training base. MPS is used to produce the Mobilization Army Program for Individual Training (MOB ARPRINT) which provides a projection of trainee and student inputs by task based course to satisfy post mobilization requirements for trained manpower as determined by Mobilization Manpower Planning System (MOBMAN).

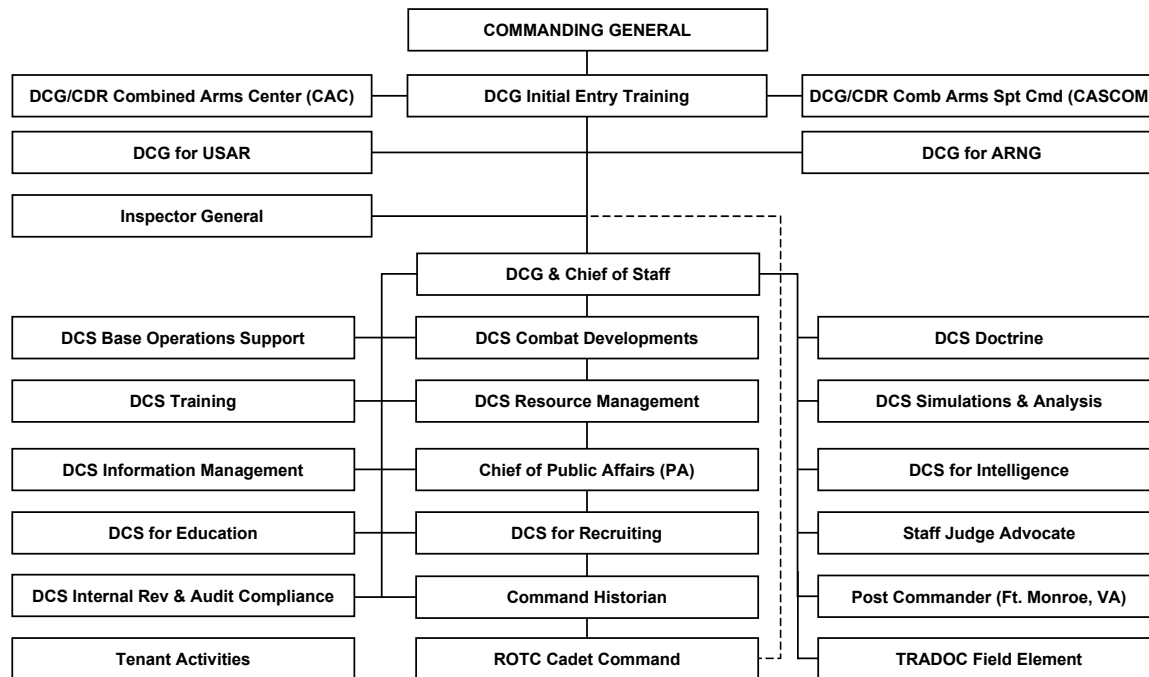
## **SECTION IV**

### **TRAINING AND DOCTRINE COMMAND (TRADOC) ORGANIZATION.**

#### **15-11. Training in institutions—general**

Training in institutions (proponent schools) is managed by the TRADOC. Figure 15-5 shows the organization of Headquarters TRADOC.

**a. TRADOC responsibilities.** TRADOC is responsible for developing training and providing support for individual and unit training. This responsibility includes determining requirements for range, ammunition and target guidance, and training devices and facilities, as well as training courses, products, and programs.



**Figure 15-5. Headquarters, Training and Doctrine Command**

**b. Single manager for training.** The single manager for training in TRADOC is the Deputy Chief of Staff for Training (DCST). Within TRADOC, the DCST interfaces with the Deputy Chief of Staff for Base Operations Support (DCSBOS); Deputy Chief of Staff for Combat Developments (DCSCD); Deputy Chief of Staff for Doctrine (DCSDOC); Deputy Chief of Staff for Resource Management (DCSRM); and the Deputy Chief of Staff for Information Management (DCSIM) in resource validation, safety and environment, battlefield organization and systems development, doctrine, and management information system areas, respectively. The DCST coordinates with PERSCOM for management of trainee accessions.

**c. DCST.** The DCST has the following directorates and activities to manage the TRADOC training program: Individual Training Directorate (ITD), Combat Training Center (CTC) Directorate, Training Development and Analysis Directorate (TDAD), Program Management Directorate (PMD), Training Operations Management Activity (TOMA), and Security Assistance Field Activity (SATFA). The DCST – West manages the CTC and Collective Training Directorates under the DCST.

**d. Army Training Support Center (ATSC).** The ATSC, a field operating agency of TRADOC, provides training support services for the planning and integration of products and programs that support individual and collective training in the AA and to the RC.

**e. HQDA.** HQDA authorizes direct communication between MACOMs and TRADOC; moreover, HQDA authorizes TRADOC to task non-TRADOC commands, schools, and agencies (except the Army Medical Center and School) to provide specialized subject materials for instruction with the The Army School System (TASS).

## SECTION V

### TRAINING DEVELOPMENT SYSTEM

#### 15-12. The Systems Approach to Training (SAT)

TRADOC is responsible for developing training and providing support for individual and unit training. Training is developed using the SAT model. The SAT is a disciplined, iterative, logical approach to making decisions about collective, individual, and self-development training for the Army. The approach, based on the model shown at Figure 15-6, helps users decide whether or not education/training is needed. Users then apply (Table 15-1) the approach to determine what to train, whom to train, how to train, what training support and resources are required, and how to assess training effectiveness as described in TRADOC Regulation 350-70. The systems approach makes certain that critical performance requirements of the Army establish the content of training in the training base and in the fielded force. The SAT involves five training-related phases: evaluation, analysis, design, development, and implementation. SAT phase functions and requirements are as shown at Table 15-1.

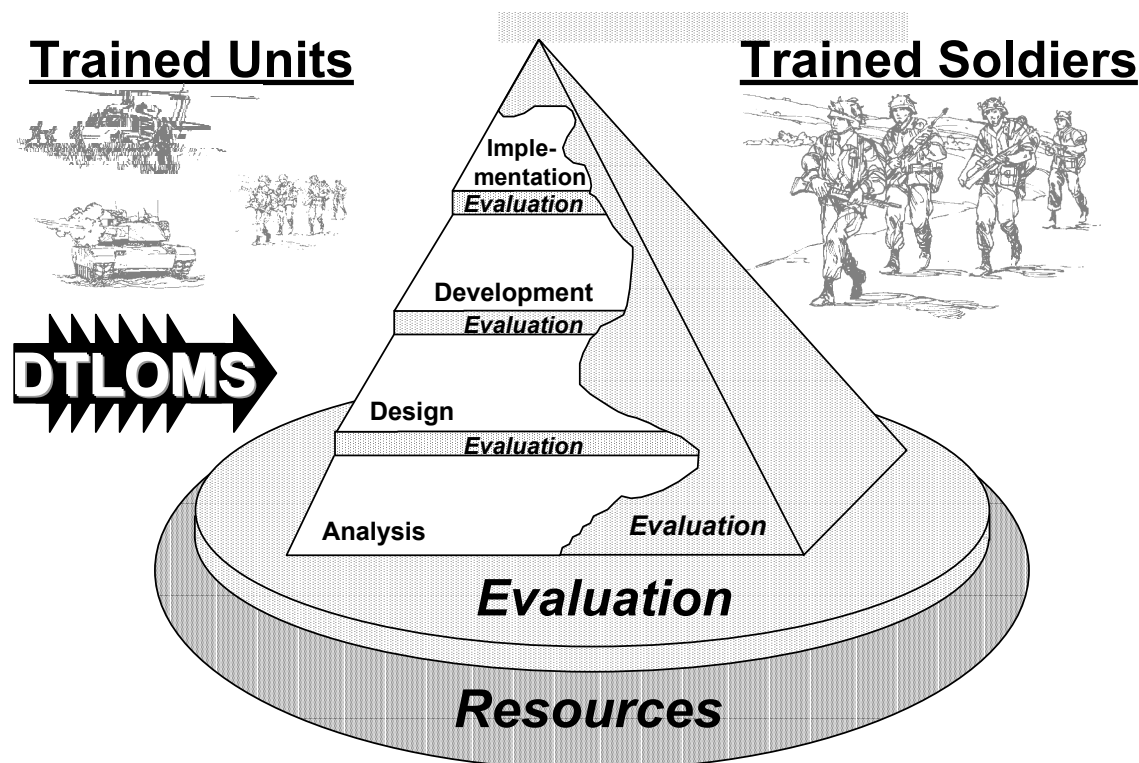


Figure 15-6. Systems Approach to Training (SAT) Model

#### 15-13. Automated Systems Approach to Training (ASAT)

Under development is an ASAT “Train-the-Trainer” sustainment training of the ASAT software package. ASAT provides the capability to develop, produce, and manage doctrine and training information and products. ASAT provides the foundational information for the Standard Army Training System (SATS), the Automated Instructional Management System-Redesign (AIMS-R), and the Army Doctrinal Training Digital Library (ADTDL). This integration across these major systems and all axes of ATXXI provides for real-time, doctrine and task based information shared from proponents to unit to any customer worldwide. The software outputs standardized products like field manuals, mission training plans (MTPs), drill books, and soldier training

publications (STPs) as well as produces unlimited ad hoc outputs like task analysis matrices and Force XXI Training Strategies. ASAT also provides an electronic staffing capability using the aspects of its relational database to set forth leading edge technology for use in the build of the applications functionally.

## **SECTION VI**

### **THE ARMY SCHOOL SYSTEM**

#### **15-14. The objectives of The Army School System (TASS)**

Training in schools is individual or collective training in the training base which uses approved programs of instruction and includes education/training which is structured, developed, and supported by a Service school, Service training center, or any educational institution under DOD sanction. The Army School System, through centers and schools, must provide recruits, noncommissioned officers, and officers with a solid foundation of individual tasks and standards with which they can become fully effective members of units. The peacetime and mobilization training base is part of an overall system that produces a well-trained, modern, mission-capable Army.

#### **15-15. Total Army Training System (TATS)**

A TATS course is a single course designed to train the same MOS/AOC skill level, skill qualification identifier (SQI), additional skill identifier (ASI), language identifier code (LIC), and skill identifier (SI) within the Army (see Figure 15-7). It also includes MOS qualification (MOSQ, i.e., reclassification), Army leadership, functional, professional development, and civilian courses. The course's Army structure (phases, modules, tracks, lessons, tests) and media ensure standardization by training all soldiers (regardless of component) on course critical tasks to task performance standard

- Initial TATS Course redesign focuses on existing comparable AA and RC courses that are being redesigned.
- Officer Basic Courses (OBCs) and Warrant Officer Basic Courses (WOBCs) as well as initial entry and initial active duty training (IET/IADT) (which includes Basic Combat Training (BCT), Advanced Individual Training (AIT), and one-station unit training (OSUT)) are already considered as TATS Courses as they are “one-of-a-kind” courses attended by AA/RC soldiers at the same applicable AA training sites.
- All new development of training packages exported to TASS training battalions will be TATS Course training support packages (TSPs).

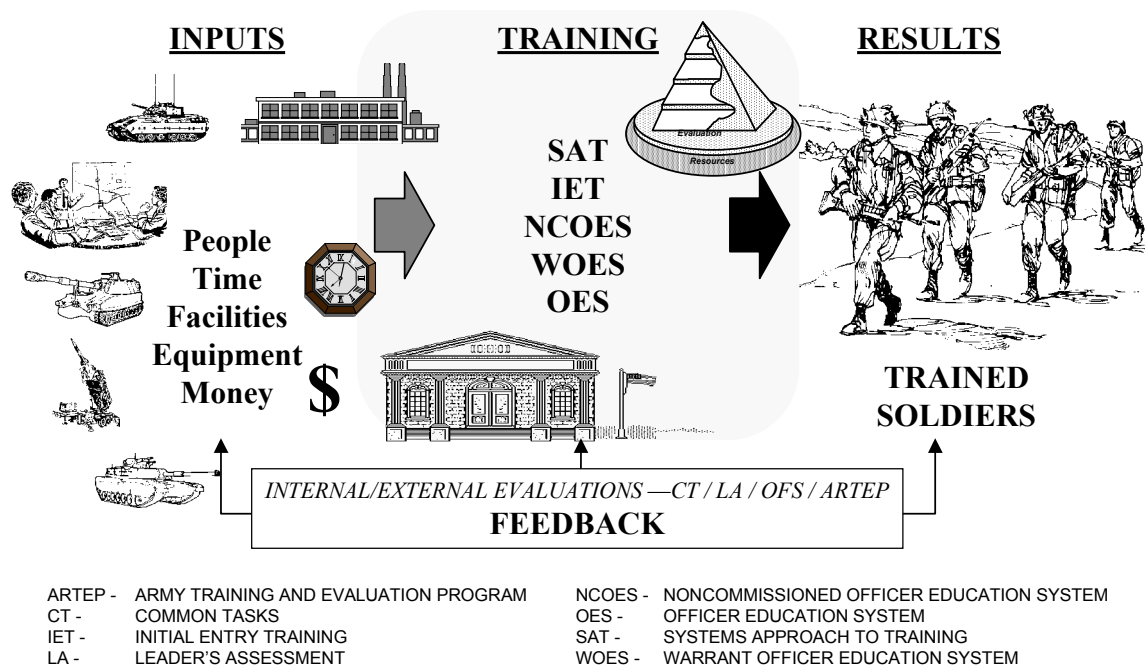
**Table 15-1. SAT Phase Functions and Requirements**

<b>SAT Phase</b>	<b>Requirements</b>	
Evaluation determines how well the training takes place, Army personnel / units perform, and products support training	<p>Evaluation reports with identified deficiencies and corrective actions.</p> <p>Follow-up on identified deficiencies.</p> <p>Validated training courses/products.</p> <p>Accredited training institutions IAW accreditation schedule.</p> <p>Certified instructors; qualified evaluators and training developers.</p> <p>Validated evaluation instruments.</p> <p>Master Evaluation Plan and supporting TD Project Management Plans as required.</p>	
Analysis identifies—	There are different types of analysis:	
<p>Need for training.</p> <p>Who gets the training.</p> <p>What tasks (collective and individual (including leader) tasks) and supporting skills and knowledge are critical.</p> <p>Note: A critical task is a collective or individual task a unit or individual must perform to accomplish their mission and duties and to survive on the battlefield and across the entire spectrum of military operations.</p>	<p>Type</p> <p>Needs analysis</p> <p>Mission analysis</p> <p>Collective critical task analysis</p> <p>Job analysis</p> <p>Individual critical task analysis</p>	<p>Identify—</p> <p>Training solutions to the performance deficiency(ies).</p> <p>Recommendation(s) for non-training solutions to the performance deficiency(ies).</p> <p>The requirement to improve training efficiency and effectiveness.</p> <p>TD requirement(s).</p> <p>Mission list.</p> <p>Critical collective task list.</p> <p>Supporting individual tasks (as appropriate)</p> <p>Collective task performance specifications.</p> <p>Individual tasks performed as part of the critical collective task.</p> <p>Command-approved critical task list for a specific job/special category.</p> <p>Total task inventory by job; Individual task performance data; Statistical Analysis Report; Nominated critical task list; and, Collective-to-individual task matrix</p> <p>Individual task performance specifications, including task performance standard.</p> <p>Task analysis report.</p> <p>soldier training publications (STP) task summary data.</p> <p>Individual-to-collective task matrix.</p> <p>Individual-to-skill/knowledge matrix.</p>
Design determines—		
<p>When, where and how the training takes place.</p> <p>Training resource requirements (instructors, equipment, ammo, ranges, facilities)</p>	<p>Establish unit, individual, and self-development long-range combined arms training strategies (CATS)/milestones.</p> <p>Establish short-range unit, individual, and self-development CATS /milestones.</p> <p>Design training media/TADSS.</p>	

<b>Table 15-1. SAT Phase Functions and Requirements</b>	
<b>SAT Phase</b>	<b>Requirements</b>
	Design individual Training courses. Produce student performance measurement documents, e.g., tests; exercises
Development produces validated training/ training products.	Write the training material, e.g., lessons plans, TSPs. Produce training media/TADSS. Validate the training material, including tests. Prepare material for reproduction. Reproduce the training material. Acquire training resources. Train instructor, training management, staff, faculty, and cadre. Prepare facilities and equipment.
Implementation executes— Standardized training at resident and unit training sites. Distribution of training products. Use of training products.	Distribute the training material. Schedule the training. Train the students/soldiers/units. Administer the tests/exercises. Counsel students/soldiers. Conduct After-Action Reviews (AARs). Maintain student records.

## **15-16. Enlisted Initial Entry Training (IET)**

IET is the introductory training given to all personnel on initial entry into the Army. It provides an orderly transition from civilian to military life, motivation to become a dedicated and productive member of the Army, introduction to the basic skills required by all members of the Army, and training to the apprentice level in those critical skills taught in the training base. At Department of the Army, the DCSOPS exercises general staff supervision of initial entry-level training except for AMEDD personnel. The CG, TRADOC is responsible for conducting IET, and accomplishes that task through the Deputy Commanding General for Initial Entry Training (DCG, IET) and the Commandants of the TRADOC schools and commanders of the U.S. Army Training Centers (USATCs). The DCG for IET focus is to ensure that IET remains challenging, safe, relevant, realistic, and executed to Army standards. The Army Medical Department Center and School performs this function for AMEDD personnel.



**Figure 15-7. Total Army Training System**

**a. Basic combat training (BCT).** BCT is nine weeks of training in basic military skills given to all newly enlisted personnel who have no or limited prior military service. BCT provides a logical progression of training to transition civilians into soldiers who are well-disciplined, motivated, physically fit, and proficient in basic combat survivability skills.

**b. Advanced individual training (AIT).** AIT occurs after completion of BCT. AIT builds on the soldierization skills acquired in BCT while developing each soldier to the level of proficiency required for the award of an MOS. Soldiers take one of two AIT paths:

- MOS training at a USATC.
- MOS training at a school.

**c. One station unit training (OSUT).** OSUT is conducted at one installation, in the same company-size unit, with the same cadre, and with one program of instruction. The OSUT mode is used for most combat arms MOSs (except Aviation) and selected combat support MOSs. OSUT integrates common skill and MOS-specific training in a single program.

**d. Split training option (STO).** STO permits selected individuals to enlist in the ARNG or USAR and complete Initial Active Duty for Training (IADT) in two phases separated by a period of not more than 12 months. The program is designed to attract students and seasonal workers to enlist in the ARNG or USAR by minimizing the lost time from education or employment.

### 15-17. Noncommissioned officer training

Institutional training is the primary source of the formal military training and education noncommissioned officers receive. It is here that NCOs train to perform critical tasks by learning skills, knowledge, and attitudes (SKAs) that are essential to high-quality leadership. NCOES and other functional courses make up the institutional training pillar of NCO leader development. It provides progressive and sequential training for NCOs through four levels of schooling: primary leader development training for promotion to sergeant; basic and advanced (branch) training for promotion to staff sergeant and sergeant first class, respectively; and senior-level

training for promotion to sergeant major (Figure 15-8). Functional courses are generally based on specific skills required for special assignments or duties.

### 15-18. NCO functional courses

**a. Primary Leadership Development Course (PLDC).** The primary-level training course for NCOs is PLDC. This is a non-MOS-specific, field-oriented leadership course built around basic soldier skills. PLDC is taught at NCO academies throughout the Army, and training focuses on the SKAs needed for team-leader level of leadership responsibilities at the rank of sergeant. Completion of PLDC is required for promotion to Sergeant.

**b. Basic Noncommissioned Officer Course (BNCOC).** BNCOC is the basic-level course of NCOES. It is taught using small-group instruction (SGI) with courses ranging from 4 to 20 weeks depending on the soldier's career management field (CMF). Training at BNCOC progressively and sequentially builds upon the instruction received in PLDC. BNCOC consist of a residence common core phase and one or more MOS/CMF phases conducted in residence and/or DL. Completion of BNCOC is required for promotion to Staff Sergeant.

**c. Advanced Noncommissioned Officer Course (ANCOC).** The advanced-level course of NCOES is ANCOC. ANCOC prepares NCOs to assume the duties and responsibilities needed to lead a platoon-sized element. ANCOC has a common leadership core as well as hands-on and performance-oriented training to emphasize warfighting skills. As with BNCOC, ANCOC consist of a residence common core phase and one or more MOS/CMF phases conducted in residence and/or DL. Completion of ANCOC is required for promotion to sergeant first class.

**d. U.S. Army Sergeants Major Course (USASMC).** The Sergeants Major Course (SMC) is the capstone of NCOES. It prepares selected sergeants major and master sergeants for both troop and staff assignments. SMC is a prerequisite for promotion to sergeant major and appointment to the duty position of command sergeant major. For both AA and RC NCOs, this senior-level training is obtained through a permanent change-of-station (PCS) resident course taught at the United States Army Sergeants Major Academy (USASMA), Fort Bliss, Texas, or through the two-year Corresponding Studies Program. AA NCOs are selected by an Army selection board. National Guard NCOs are chosen by a board commanded by the CNGB. Noncommissioned officer functional courses provide training for individuals selected for command sergeant major, first sergeant, and staff assignments.

**e. Command Sergeants Major Course (CSMC).** This is a one-week, task-based course

<u>RANK</u>	<u>SKILL LEVEL</u>	<u>COURSES</u>	<u>TRAINING LEVEL AND LOCATION</u>
SGM	5	SGM COURSE	SR (SGM Academy)
MSG/1SG	5	1SG COURSE	SR (SGM Academy)
SFC	4	ANCOC	ADVANCED (NCOA)
SSG	3	BNCOC	BASIC (NCOA)
CPL/SPC	2	PLDC	PRIMARY (NCOA)
PVT	1	OSUT (CA) OR BCT/AIT (CS/CSS)	INITIAL ENTRY (ATC & SERVICE SCHOOLS)

NOTE: PLDC, BNCOC, AND ANCOC RC CONFIGURED COURSES  
TAUGHT AT ARNG ACADEMIES/SCHOOLS AND USARF



designed to prepare master sergeants (promotable) and sergeants major to perform the duties and execute the responsibilities of a battalion command sergeant major.

### **Figure 15-8. Enlisted Training Program**

**f. First Sergeant Course (FSC).** The FSC is a branch immaterial, two-phased course consisting of an asynchronous DL Phase I and a resident/VTT Phase II. Phase II is conducted at multiple TASS locations. Phase I is managed by USASMA at Ft. Bliss, Texas. NCOs selected for attendance must be a first sergeant, master sergeant, or sergeant first class assigned or scheduled for assignment to first sergeant positions. Course awards SQI "M."

**g. Battle Staff Noncommissioned Officer Course (BSNCOC).** As with the FSC, the BSNCOC is a branch immaterial, two-phased course consisting of an asynchronous DL Phase I and a resident/VTT Phase II. Phase II is conducted either at Ft. Bliss, TX or Ft. McCoy, WI. Phase I is managed by USASMA at Ft. Bliss, Texas. Attendees must be staff sergeants or higher rank assigned or scheduled for assignment to enlisted ASI "2S" positions. The course awards ASI "2S."

### **15-19. Warrant officer training**

The Warrant Officer (WO) Education System (WOES) established in 1993, is configured as shown in Figure 15-9. The Warrant Officer Career Center (WOCC) located at Fort Rucker, Alabama, is the Executive Agent for all common WO training. The WOCC exercises command and control over the Warrant Officer Candidate School (WOCS) as well as the Warrant Officer Staff Course (WOSC) and Warrant Officer Senior Staff Course (WOSSC). In addition to a revised education system, the Warrant Officer Leader Development Action Plan (WOLDAP) resulted in the expansion of WO position coding by rank (WO1/CW2, CW3, CW4, and CW5). Expanded position coding is intended to eliminate assignments of WOs without regard to grade.

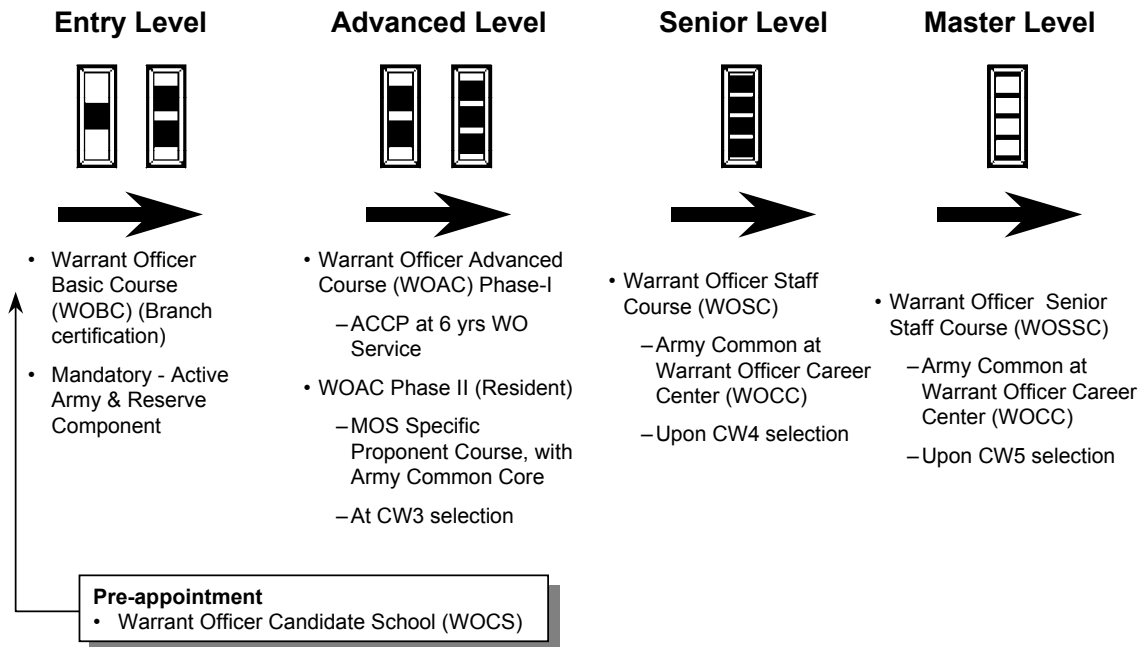
**a. Preappointment applicants.** Applicants for preappointment submit their files to the respective DA MOS proponent office for determination of eligibility. The evaluation/training process of qualified applicants requires; (1) selection by a centralized selection board (USAREC and State adjutants general), and (2) successful completion of WOCS, but no later than two years after appointment. The WOCS is a six-week course that provides standardized training to WO candidates. The WOCS is taught in a high stress environment where candidates are subjectively evaluated by training, advising, and counseling (TAC) Officers and academically evaluated through written examinations. All AA and RC candidates attend WOCS in residence at the WOCC. RC-configured WOCS is available for the USAR and ARNG candidates. Warrant officer candidates are appointed to WO1 upon graduation from WOCS.

**b. Branch Warrant Officer Basic Course (WOBC).** Immediately following WOCS, newly appointed WOs attend their branch WOBC to be certified as MOS qualified. Courses vary in length from 4 to 39 weeks depending on the technical nature of the MOS. Many WOBCs are RC-configured or may be challenged through test based alternative certification programs. Some WO certification training, such as flight training, is available only in resident mode.

**c. Warrant Officer Advanced Course (WOAC).** At six year WO service, WOs are automatically enrolled in the nonresident phase of the WOAC. Upon selection for promotion to CW3 (three years time in grade for ARNG), WOs are scheduled to attend Phase II, WOAC at their respective branch schools.

**d. Warrant Officer Staff Course (WOSC).** Upon selection to CW4, WOs are scheduled to attend the WOSC. The WOSC, a five-week common course at the WOCC is intended to prepare WOs for higher-level assignments requiring broadened staff and technical skills.

**e. Warrant Officer Senior Staff Course (WOSSC).** CW4s selected for promotion to the grade of CW5 are scheduled to attend the WOSSC. The WOSSC is a two-week Army common training course at the WOCC, which provides the most senior Army WOs with broad “how the Army runs” knowledge to operate effectively at the highest organizational levels of the Army.



**Figure 15-9. Warrant Officer Education System**

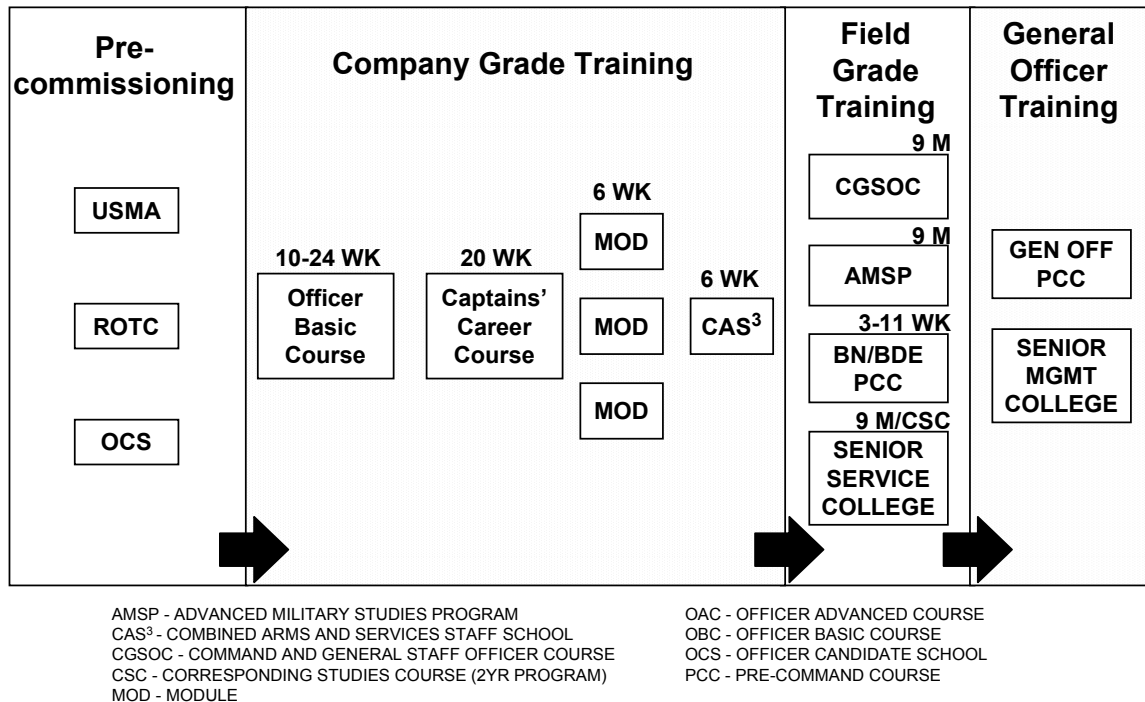
### 15-20. Lieutenants' training

Lieutenants' training consists of the Officer Basic Course (OBC) conducted by the officer's basic branch school and other required resident functional training. OBC will focus on the lieutenant's first assignment and will prepare him or her to lead, train, sustain, and fight as a part of a unit. POIs are structured to provide a mix of training and education in leadership and ethics, tactics, training the soldier, equipment maintenance, unit logistics, and specialty-unique subjects. OBC prepares officers for their first duty assignment. OBC and its relationship to other officer training is shown in Figure 15-10.

### 15-21. Captains' training

Training for captains includes Captains' Career Course (CCC); resident and nonresident functional training, as required; task based training; and the Combined Arms and Services Staff School (CAS3).

**a. CCC.** The mission of CCC is to produce technically and tactically competent officers who are professionally qualified for their next assignment (especially command) and prepared for future development. CCC contains a core of common and branch-specific tasks which all students study and a series of modules which are individually selected for each student based on an area of concentration, experience, or professional development requirements. Additional modules of up to six weeks are available to provide training for the next assignment. The common component of the CCC core consists of leadership training, combined arms, combat service support, and other mandatory instruction directed by HQDA and HQ TRADOC. The branch component of the core consists of those tasks required by all captains in the branch. Length and content is determined by each commandant and varies by branch. Commandants also determine the number and length of modules within the 20-week CCC and the number and type of add-on modules which provide intensive training for the next assignment. In the combat service support (CSS) branches, the CCC curriculum includes five weeks of branch training, seven weeks of common core, and eight weeks of multifunctional material. Multifunctional tasks are those shared tasks which are common to the CSS grouping.



**Figure 15-10. Officer Training System**

**b. Combined Arms and Services Staff School (CAS3).** CAS3 provides training for captains in staff skills required at battalion, brigade, division, and installation level and serves as a transition to field grade responsibilities. It emphasizes staff interaction and develops skills in thinking, analyzing, decision-making, and defending decisions in an intense small-group environment. Subject matter includes logistics, training management, budget, mobilization, deployment, and combat operations.

## 15-22. Field grade training

Training for field grade officers consists of Command and General Staff Officers' Course (CGSOC) or equivalent, battalion and brigade Pre-Command Course (PCC), Senior Service College (SSC), and other resident and nonresident functional training, as required.

**a. CGSOC.** The CGSOC mission is to prepare officers for field grade command and principal staff positions. It concentrates instruction on command and staff skills required to plan and to implement the AirLand Operations doctrine at division level and above in the field Army and on skills needed for high-level TDA assignments. The Advanced Military Studies Program (AMSP) provides selected officers enhanced professional development in staff skills required in the tactical and operational employment of combined arms formations. Officers are selected during their year tour as a student in the CGSOC. Following graduation from AMSP, Army students are assigned to operational duties at division and corps headquarters.

**b. Joint professional military education (JPME).** The Army is working closely with the Joint Staff to ensure that its intermediate and senior command and staff colleges receive full accreditation for JPME. Army is implementing changes in military and faculty mix and course curriculum to meet joint professional military education requirements. Once an officer has completed this phase of his or her military education, he or she is then qualified in Phase I of JPME. Selected officers will then attend a special 9 or 11-week course at the restructured Armed Forces Staff College. Graduates of this course will be qualified in Phase II of JPME.

**c. Pre-Command Course (PCC).** AA and RC commanders selected for battalion and brigade command attend the PCC prior to assuming their assignments. Officers attend a one to two-week course conducted by their branch. Here, the command designees receive necessary branch technical and tactical training. The designees then attend a one-week course conducted at Fort Leavenworth that includes command team training for the commander and spouse. Selected command designees are then enrolled in the two-week Tactical Commanders' Development Program, a course that focuses on synchronization on the battlefield. Designees may also attend legal, logistics, and language training as they believe their requirements dictate.

**d. Army War College.** The Army War College prepares officers for senior leadership in the Army, Defense, and related departments and agencies by professional military education in national security affairs, with emphasis on the development and employment of military forces in land warfare. The resident course lasts 44 weeks. Its parallel is a corresponding studies version which takes two years and includes two two-week resident phases.

### **15-23. General officer training**

General officer training has historically not been formalized. Preparation has been through varied assignments over the course of a career. General officer training now consists of various functional and assignment-specific courses. Initiatives to institutionalize training (some as a result of the Professional Development of Officers Study) include: (1) The "CAPSTONE" seven-week course through the National Defense University, which includes visits to MACOMs and Services to enhance understanding of key factors influencing planning for and employment of U.S. forces in joint and combined operations; (2) Brigadier General transition ("charm school"), eight days; (3) Army Force Management GO/SES Course; (4) Leadership Development Program through several accredited civilian institutions; (5) Division/Assistant Division Commander Course at Fort Leavenworth, one week; and (6) Joint Warfighting Course conducted jointly by the U.S. Army War College and Air War College at Maxwell AFB, two weeks, on campaign planning and employment of Services and joint forces.

### **15-24. Self development training**

Self-development is the individual's responsibility. The purpose of this strategy is to assist individuals in developing a personal self-development training strategy. It provides a guide for individuals to posture themselves for promotion, better job, or self-motivated improvement in personal performance (see Figure 15-11).

#### **IV-2-6. Self-development Training Strategies**

**Description.** Self-development is the individual's responsibility. The purpose of this strategy is to assist individuals in developing a personal self-development training strategy. It provides a guide for individuals to posture themselves for promotion, better job, or self-motivated improvement in personal performance. It is created for each enlisted and warrant officer MOS, officer AOC, or civilian career field for which DA has responsibility for training. It is published as Part 2 of the Career Development Model. The self-development training strategy consists of directed and self-motivated components.

(1) The directed component identifies training required (or suggested) by the Army for promotion or performance improvement. This includes activities to ---

(a) Prepare for the next higher level of responsibility (i.e., prepare for promotion).

(b) Function in the current duty assignment.

(c) Develop leadership capability (improve personal ability to perform common core leadership tasks and the nine competencies identified in FM 22-100, Military Leadership).

(d) Prepare for the phase/module of a training course.

(e) Meet required/recommended reading level requirements.

(2) The self-motivated component focuses on general recommendations that address skills and knowledge successful individuals have found beneficial to their career development. It consists of the training individuals personally take on to improve their performance, gain new or additional capabilities, or prepare for a new job prior to being assigned. Recommended activities include ---

(a) Education levels, college degrees, or college level courses.

(b) Professional reading.

(c) IMI (e.g., computer-based instruction [CBI]).

(d) Other self-development activities found in Army Learning Centers (ALCs)/ Distance Learning Classrooms.

(e) Certificates, licenses, and degrees recommended by Branch proponent.

**Note:** See Chapter VI-4, Individual Training Design: Individual Training Strategies and Course/Product Design for a sample Career Development Model.

**Figure 15-11. Excerpt from TRADOC Reg 350-70**

#### **15-25. Mobilization Training Base**

The mobilization training base is tasked to ensure that soldiers arrive in-theater, ready to fight as teams or individual replacements. It must provide combat-ready soldiers who are proficient in those skills that ensure their immediate contribution and survival as members of teams/crews/units in a theater of operations.

**a. Levels of mobilization.** The training base will accomplish its task by planned expansion geared to varying levels of mobilization. During Presidential Reserve Call-Up (PRC) and partial mobilization, existing USATCs and Service Schools are augmented by elements of USAR Divisions (institutional training). Reserve Reception Battalions are also activated during phased mobilization to augment reception stations. USAR assets scheduled to expand or augment the training base are under the peacetime control of USARC, but placed under the command of TRADOC during the establishment and execution of the mobilization training base. Primary planning emphasis for mobilization expansion of the training base is on partial mobilization, with pre-deployment MOS/AOC certification of mobilized IRR members the primary mission.

**b. PRC and Partial Mobilization.** During PRC and Partial Mobilization, all peacetime training programs continue, with the IRR in-processing certification training mission being added.

**c. Mobilization planning guidance.** Detailed planning guidance for mobilization is contained in the Army Mobilization and Operations Planning and Execution System (AMOPES) and TRADOC's Mobilization, Planning, and Execution System (TMOPES).

## SECTION VII

### TRAINING IN UNITS

#### 15-26. General

Training in units includes individual and collective systems-oriented training in units, combined arms and support training, joint and combined operations and interoperability training, and training in the TDA Army. A model of the system is at Figure 15-12. The Army training mission is to prepare soldiers, leaders, and units to deploy, fight, and win in combat at any intensity level, anywhere, anytime. The training focus is on the Army's wartime missions. The Army's program for training in units is explained in FM 25-100, *Training the Force*, and FM 25-101, *Battle-Focused Training*.

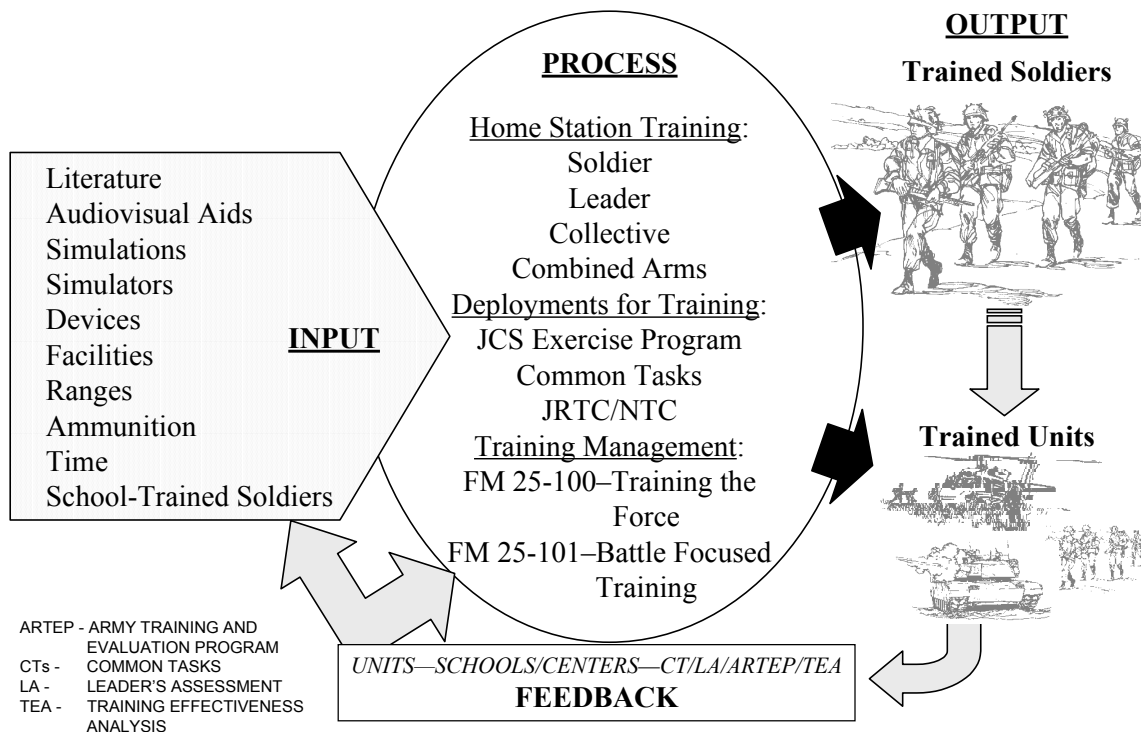
#### 15-27. Organization for training in units

**a. Training and Doctrine Command.** TRADOC is responsible for conducting initial-entry training, developing combat-leader training, and supports unit training to include doctrinal and training literature, and TADSS. Additionally, TRADOC provides guidance for ranges, targets, and ammunition.

**b. Army Training Support Center (ATSC).** ATSC, a TRADOC field operating agency located at Fort Eustis, Virginia, is the Army's headquarters for the management and distribution of training support products. The mission of ATSC is to manage the production, procurement, warehousing, and delivery of training support products in support of individual and collective training in America's Army.

**c. Troop units.** Central Command (CENTCOM) Forces Command (FORSCOM); U.S. Army, Europe (USAREUR); Eighth U.S. Army (EUSA); U.S. Army, South (USARSO); U.S. Army Special Operations Command (USARSOC); and U.S. Army, Pacific (USARPAC). All are tasked to organize, equip, station, train, and maintain the readiness of assigned units.

**d. U.S. Army Materiel Command (AMC).** The training mission for AMC is directed toward specialized training of personnel in the materiel area, to include planning for and conducting New Equipment Training (NET) in coordination with FORSCOM, TRADOC, and other field commands. AMC is further tasked to assist TRADOC and FORSCOM on matters associated with supply and maintenance concepts, doctrine, training and individual and collective training products.



**Figure 15-12. The Forces Training System**

**e. The U.S. Army Medical Command (USAMEDCOM).** USAMEDCOM provides health services for the Army in CONUS, Panama, Alaska, Hawaii, and U.S. territories in the Pacific, and professional education and training for Army Medical Department (AMEDD) and other personnel as directed. The AMEDD center and school is responsible for the execution of the training management function for the AMEDD. It provides training and education to all AMEDD personnel, on a worldwide basis.

### **15-28. Training of soldiers and leaders in units**

**a. Concept.** Soldiers learn common tasks and a selected portion of their MOS/branch critical tasks in the training base and are then transferred to field units. Unit commanders are responsible for integrating task training under the battle-focus concept.

**b. Goal.** The goal of unit training is to develop and sustain capability to deploy rapidly and fight effectively in a variety of environments as combined arms teams. Unit training includes the requirement to teach those tasks not trained in the training base as well as sustaining unit mission-related tasks which were taught. Also included in unit training is the development of unit leaders as well as the development of the interdependencies and teamwork that make up team performance (collective training).

**c. System for training soldiers and leaders in units.** Soldiers newly assigned to a unit must be initially trained on those wartime tasks since the TRADOC School and/or NCOES cannot train all tasks in the resident mode. The commander must define his or her mission-essential task list and relate his or her training program to it. This focus will provide the trainer with the definition of what collective and individual training must be performed. The unit's individual training program is a major portion of daily training and must be intensely managed. The system for training soldiers and leaders in units is depicted at Figure 15-13. Training of soldiers in units depends on qualified noncommissioned officer trainers. NCOs have the task of continuing the training new soldiers began in the training base.



### **15-29. Soldier training publications**

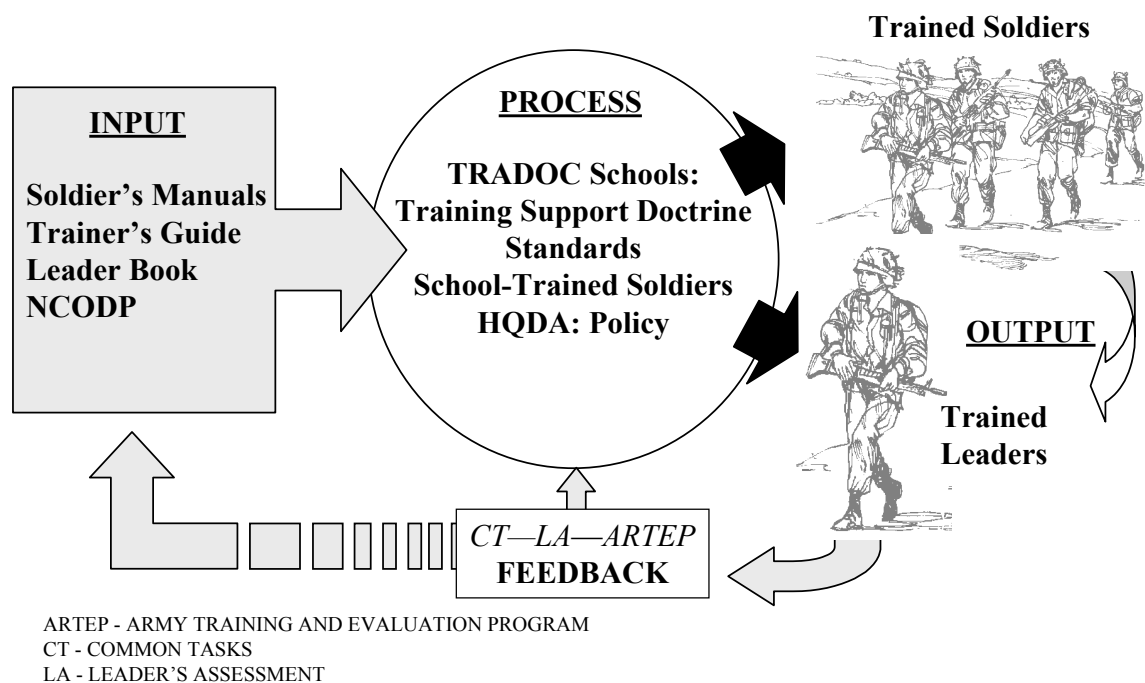
STPs consisting of soldier's manuals and training guides support this training in units.

**a. Soldier's Manual (SM).** SMs support training of common, shared, and branch-specific critical tasks in both the training base and in the unit. Each task summary describes the minimum acceptable standard and the conditions under which the task must be performed, lists the references soldiers need to master the task, and provides a guide to evaluate hands-on performance. Proponent schools develop branch-specific SMs that provide conditions, standards, and performance information to support training and evaluation of tasks at each skill level. The U.S. Army publishes two Soldier's Manuals of Common Tasks (SMCT) that provide similar information for the Skill Levels 1-4 common tasks. These are tasks that soldiers must know to fight, survive, and win on the battlefield.

**b. Training Guide (TG).** The TG is a tool to guide the unit trainers and individual soldiers in establishing an individual training plan. The TG includes the career development model (job specific) with the long-range training strategy for the CMF, the short-range training strategy for each included skill level, and the self-development strategy for each skill level. It also includes cross training strategy (if appropriate).

### **15-30. Collective training**

Collective training refers to developing in a group of soldiers those interdependencies and teamwork that go to make up team performance. The terms "collective training" and "unit training" cannot be used interchangeably. Unit training includes collective and individual training (the training of soldiers and leaders). The primary features of collective training are that it is decentralized and performance-oriented. Performance-oriented collective training is training units to do the same tasks or missions that they will do in wartime, and to do them well enough to ensure success on the battlefield. The performance objective is the basis of the performance-oriented approach. Training is conducted to attain the objective. Included within the training objective are the tasks, conditions, and evaluation standards. The standards are used to determine the unit's ability to accomplish the task and are measured in GO/NO GO terms. The evaluation is designed to be used to develop timely remedial training programs.



**Figure 15-13. System for Individual Training in Units**

### **15-31. Risk management**

The training mission cannot be considered fully successful if it is not accomplished safely. The principles of integration and risk management have special relevance to the training situation. Commanders must integrate safety as a training management factor from the moment the mission is defined and the METL is developed. When safety is realistically integrated in training, the benefits extend to the garrison environment, off-duty activities, and most importantly, to the combat arena.

### **15-32. Army Training and Evaluation Program (ARTEP)**

Using ARTEP manuals, which include battle drills and MTPs, commanders evaluate and develop collective training based on unit weaknesses, then train to overcome those weaknesses and reevaluate. During training, the unit leadership continuously evaluates the performance of individuals and units against the prescribed standards. This “train-evaluate-train” philosophy acknowledges that observed deficiencies are noted by the commander and become the focus of follow-on training.

### **15-33. ARTEPs, mission training plans (MTPs) and drills**

There are MTPs for each type TOE/MTOE platoon, company, battalion, combined arms task forces, and brigade, division, and corps staffs. The MTPs provide a clear description of “what” and “how” to train to achieve critical wartime mission proficiency for each unit echelon. Each MTP contains mission outlines, sample situational and field training exercises (STXs and FTXs), and comprehensive detailed training and evaluation outlines. MTPs provide other training management aids such as leader tasks, resource requirements, and evaluation methods. Included are matrices linking collective tasks to missions, references to collective tasks, drills/ collective tasks to individual tasks, and STXs to missions. The MTP is based on the training principles listed in FM 25-100.

### **15-34. Combat Training Center (CTC) Program**

The CTC Program consists of the Battle Command Training Program (BCTP), Combat Maneuver Training Center (CMTC), Joint Readiness Training Center (JRTC), and the National Training Center (NTC). The CTC Program has had the most significant influence on Army training, doctrine, and combat readiness of any program in recent years. The objective of the CTC Program is to provide highly realistic and stressful joint and combined arms training according to Army doctrine. This training simulates combat. Specifically, the CTC Program was established to: (1) increase unit readiness for deployment and warfighting; (2) produce bold, innovative leaders through stressful tactical and operational exercises; (3) embed doctrine throughout the Army; (4) provide feedback to Army and joint/combined participants; and (5) provide a data source for lessons learned to improve doctrine, training, leader development, organizations, and materiel focused on soldiers.

**a. Battle Command Training Program (BCTP).** The BCTP, located at Fort Leavenworth, Kansas, has a three-part mission. First, BCTP trains corps and division commanders, their battle staffs, subordinate divisions, and maneuver and separate brigades, to conduct the full range of military operations with a focus on combat operations. Second, it prepares selected Army organizations to operate in a joint/combined environment as Army Component or nucleus to a JTF. Third, BCTP conducts contingency support operations as required. BCTP provides division and corps commanders and their battle staffs advanced combat training opportunities through the medium of state-of-the-art automated battle simulations. The BCTP organization consists of four operations groups, and a standardized professional opposing force known as the “World Class OPFOR.” The program is conducted in three phases, generally within the first six months of a new commander’s tour.

**(1) Phase I.** Phase I is the commander’s seminar, which focuses on team building. The seminar lasts five days and enables the commander and his or her battle staff to participate in AirLand Operations discussions, threat doctrine/force structure updates, decision exercises, and training simulation familiarization.

**(2) Phase II.** Phase II, called WARFIGHTER, is an intensive five to seven day command post exercise using the Corps Battle Simulation (CBS). The WARFIGHTER exercise pits the division or corps against a “thinking” OPFOR, which fights to win. Integration of SOF, CSS, IO, and public affairs operations into all BCTP training scenarios provides corps and division commanders the opportunity to conduct full dimensional operations. Phase III is a comprehensive after-action review (AAR) package given to the unit following each WARFIGHTER exercise. Corps, division, ARNG brigade and selected AA brigade commanders participate in a WARFIGHTER exercise and seminar early in their command tour.

**b. Combat Maneuver Training Center (CMTC).** The CMTC, located at Hohenfels Training Area, Germany, provides joint and combined arms training focused on developing leadership of battalion task forces in the mid to high intensity environments. CMTC provides an annual opportunity for USAREUR battalions to train in a realistic battlefield environment. Through integration of instrumentation and observer-controllers (OCs), the CMTC gathers valuable information for unit after-action reviews and Army lessons learned. CMTC has a permanent OPFOR and a fully operational instrumentation system. The CMTC provides several unique training opportunities including computer simulations exercises and company situational training exercise (STX) training. The USAREUR Leaders Training Program (ULTP) is focused on training task force battle staffs and allows the unit to conduct two computer simulation exercises prior to force-on-force missions. CMTC provides OC teams to begin working with the task force during both computer exercises. Company STX training is also included in the

rotational density and allows the brigade leadership to conduct EXEVALs while deployed to CMTC. The STX support package includes both OC and OPFOR participation. Increased emphasis is placed on full brigade operations while maintaining the training focus at the maneuver battalion task force level. Each USAREUR brigade headquarters is presented with an excellent opportunity to synchronize its battlefield operating systems (BOS) by its units operating in simultaneous force-on-force and simulated environments. CMTC's current combat model for continuous operations, allows for two battalion task forces, and selected aviation assets to simultaneously maneuver under brigade control several times during each brigade rotation. Currently, CMTC conducts 15 battalion-size task force rotations each year. Additionally, CMTC devotes 52 days annually to German Army and other NATO unit training.

**c. Joint Readiness Training Center (JRTC).** The JRTC, located at Ft. Polk, Louisiana, provides an advanced level of joint training for Army and Air Force contingency forces exercising an infantry brigade task force and joint special operations forces under tough, realistic conditions ranging from stability and support operations (SASO) to war in deployment and tactical operations under realistic conditions. All light (non-mechanized) maneuver battalions will be afforded the opportunity to train at the JRTC during standard rotations. The goal is for each AA brigade to train at the JRTC or another CTC once every 24 months while RC brigades will train at a CTC once every 48 months. JRTC conducts 10 rotations annually. JRTC rotations are brigade rotations consisting of two battalions (force-on-force) plus a CPX battalion. One rotation is reserved for a National Guard separate brigade and one for a USASOC battalion during each fiscal year. Every other year, a rotation is reserved for a brigade-level Partnership for Peace (PFP) exercise. The intermediate staging base (ISB) activities are planned and conducted by elements of corps support groups (CSG) or area support groups (ASG), which provide a range of services from joint PSYOP/civil affairs units to replacement detachments. Approximately 6,500 RC soldiers participate in training at the JRTC annually. Joint and combined arms operations are the norm at JRTC. Air Force elements from Air Combat Command and Air Mobility Command participate in every rotation. United States Marine Corps (USMC) air, naval gunfire liaison company (ANGLICO) teams and close air support aircraft participate frequently. Rotations include Army special forces units, often with augmentation from Air Force special operations and Navy sea, air, land team (SEAL) personnel. Rotations also include the attachment of an armor or mechanized company/team to the light brigade. Initiatives incorporated at the JRTC include civilians and media on the battlefield, terrorist events, host nation operations, civil-military operations, and nongovernmental organization (NGO) integration during rotations, and the development of peace operations scenarios for rotational units.

**d. National Training Center (NTC).** The NTC, located at Fort Irwin, California, provides tough, combined arms and services training in accordance with Joint/Airland operations doctrine for brigade combat teams and regiments in a mid- to high-intensity environment, while retaining the training feedback and analysis focus at battalion task force level. Additionally, the NTC provides a lessons-learned data source for training, doctrine, organization, and equipment improvements. Comprised of 636,300 acres in the California Mohave Desert with sophisticated targetry and fully instrumented battlefield, the NTC maneuver space allows for doctrinal array of high-speed armored forces with realistic movement and engagement distances. Currently, the NTC conducts ten 28-day rotations, training over 50,000 AA and RC soldiers per year. Rotation training units include two battalion task forces in a brigade combat team (-), with some rotations exercising mixed mobility by adding a light, airborne, or air assault infantry battalion task force in brigade operations. The rotation strategy now includes the heavy division cavalry squadrons and aviation brigades (-). Additionally, RC CS/CSS units are routinely integrated into rotational

support operations. Training scenarios are based on the battalion/brigade's METL while conducting continuous operations. Training units face two major challenges by conducting live fire operations at the battalion task force level, and force-on-force using MILES up to brigade level. Full-time OCs provide training, coaching, and monitoring to their counterparts while also controlling the training exercise. A fully instrumented battlefield provides the necessary visual and computerized graphic AAR data that allows the OCs to accomplish their multifaceted roles. A dedicated, well-trained OPFOR using representative equipment, weapons, and tactics of a motorized rifle regiment provides the training unit a realistic tactical environment.

### **15-35. Unit training management**

The Army must prepare to cope with the future demands of the year 2000 and beyond. Training management will be complicated by constrained resources, force restructuring, the introduction of new doctrine and organizational concepts related to it, and the continuing requirement for individual training in the unit. Effective training programs and exercises must be designed to get the most use from available resources.

**a. Training management.** Training management is the process commanders and their staffs use to plan training and to identify the related resources needed to conduct and evaluate training. It involves all echelons and applies to every unit in the Army regardless of strength, mission, organization, or equipment. Training management must work in unison with other unit programs to achieve the common goal—a well-trained unit. FM 25-100, *Training the Force*, has application for leaders at all levels and for every type organization. The principal focus is on AA and RC battalion equivalent and higher-level commanders, their Command Sergeants Major, and staff. TRADOC has developed FM 25-101, *Battle-Focused Training*, that complements FM 25-100 on the importance of battle focus in training and applies to battalion and company soldiers, leaders, and units. This FM provides practical “how to” guidelines for officers and NCOs, including techniques and procedures for planning, executing, and assessing training.

**b. Army training management publications.** The FM 25 series manuals, TC 25 series circulars, and AR 350-41, *Training in Units* establish the system and policy for Army training management. The manuals provide commanders with a management system they can use to plan training; take necessary resource actions; and evaluate soldier and unit proficiency, training, and training management. They describe long-range, short-range, and near-term planning and the related resource actions. Execution of training, evaluation, and organizational assessment are also described. The methods and examples presented in these manuals have proved successful in units throughout the Army.

**c. Standard Army Training System (SATS).** SATS provides unit commanders with automation support to facilitate the execution of the training management process described in FM 25-100, *Training the Force*, FM 25-101, *Battle-Focused Training*, and FM 100-5 *Operations*, and other related documents. It accomplishes this by enabling unit commanders to use their existing office automation systems to perform functions such as—

- Access relevant training management documents and records, such as MTPs, STPs, drills, the CATS and others as available.
- Perform nearly all analyses inherent in the training management process, such as ammunition forecasts and assessments.
- Identify resource requirements for training activities.
- Prepare and print required schedules, calendars, and reports.

(1) *Mission essential task list (METL)*. SATS integrates key management functions which support developing the METL to determine training requirements, planning, resourcing, scheduling, and the assessment of training in units. It assists the management of training from company through corps, and serves as the Army's single, standard training management tool.

(2) *Automated Systems Approach to Training*. SATS utilizes data created by the ASAT software application. ASAT is used by proponent developers to create task-based data and associated information necessary for units to effectively and efficiently conduct training.

(3) *Battle focus*. This module contains the METL development process from mission identification to METL Worksheet development; requesting METL approval; to inputting approved METL information. It also provides for the development of non-documented local missions and tasks that may not appear in a published MTP. In addition it facilitates the crosswalking of individual soldier common and MOS tasks to each approved METL task along with other supporting collective task associated with the METL.

(4) *Planning*. Training strategies, long and short range plans, training calendars, coordination details, training schedules, and training resource projections are developed in this module.

(5) *Execution/assessment*. Training and evaluation outlines (T&EOs) may be printed from this module as well as exporting of training execution matrices (TEM) to the training feedback module (TFM), evaluation of training (either using paper T&EOs or the automated TFM), input of the evaluation results back into SATS, the commander's subsequent assessment of task preparedness, and the recording of the actual resource expenditures.

(6) *SATS - additional tools*. Additional tools provided as part of the SATS "suite of tools" are the TSP module, the TFM, and other support tools which can be found in the Commander's Toolbox which is hosted on the SATS web site.

(7) *Training support package (TSP)*. The TSP automatically extracts task, unit, and planning data from SATS for the creation of unit TSP to support all forms of training. TSPs developed with this module can be created at any level and shared with other units Army wide using this module. The TFM also extracts the same type of data for the purpose providing an automated observer/controller tool. The TFM will provide task evaluation and after-action reporting data back into SATS for unit commander assessments, to the Center of Army Lessons Learned for archive and general information, and to the ASAT for product improvement.

**d. Reserve Component Automation System (RCAS).** RCAS is an automated information system that supports the decision-making needs of all commanders, staffs, and functional managers responsible for RC forces. The RCAS uses state-of-the-art office automation, telecommunications, databases, and processing capability to provide timely and accurate information for planning, preparation, and execution of mobilization and to improve the accomplishment of routine administrative demands. It is a self-sufficient system capable of exchanging data with related information systems. The RCAS will link all Army Reserve Component (ARNG and USAR) units, mobilization stations, and MACOMs. The training management portion of RCAS is SATS and will automate training management for the RC. It will be able to interface with ATRRS.

### **15-36. Army modernization training (AMT)**

AR 350-35, *Army Modernization Training (AMT)*, provides policy and procedures and assigns responsibilities for the planning and execution of new systems training. The regulation provides a process for the expeditious integration of equipment into the force structure through NET,

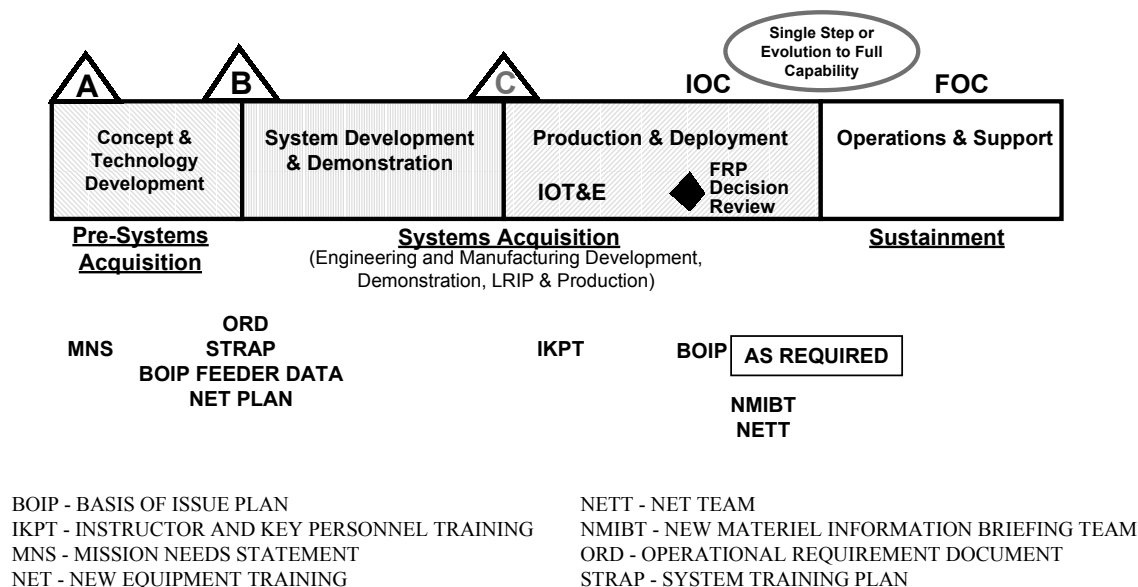
displaced equipment training (DET), doctrine and tactics training (DTT), and sustainment training (ST).

**a. NET.** NET is designed to support force integration and modernization through identification of personnel, training, and training devices required to support new or improved equipment; by planning for the orderly transfer of knowledge from the materiel developer to the trainer, user, and supporter by documenting requirements in NET plans (NETPs); and the deployment of NET teams (NETT) to train soldiers to operate, maintain, and provide instruction on modernized equipment. NET is tied to the System Acquisition Management Process (Chapter 11). The interface of NET and this process is shown in Figure 15-14.

**b. DET.** DET applies to systems that are being replaced by new equipment, but remain in the inventory. Planning for and executing DET is similar to the process used in NET; the objectives of both training DET planning differs: FORSCOM and USARPAC, as applicable, are responsible for planning DET for the USAR, CNGB for the ARNG, and TRADOC for programs are the same.

**c. DTT.** DTT is conducted in conjunction with NET or DET. DTT provides commanders, battle staffs, operators, and trainers with a doctrinal basis for employment of new or displaced materiel.

**d. ST.** ST is a command responsibility. The training base shares the responsibility for ST by assuring that a pool of trained replacements is established to support the sustainment effort. The ultimate responsibility for ST, however, remains with the commander.



**Figure 15-14. New Equipment Training: Planning Process**

### 15-37. The Security Assistance Training Program (SATP)

**a. Security Assistance Training Program.** SATP consists of U.S. military training assistance to eligible countries. Security assistance includes all training of international military personnel conducted within Department of Defense (DOD) activities under the *Foreign Assistance Act (FAA) of 1961* as amended, and the *Arms Export Control Act (AECA)* as amended. The components of the SATP are the following:

- IMET (under FAA) represents education and training provided for which the military departments are reimbursed from foreign assistance appropriations.
- FMS (under AECA) covers the sale of defense articles, services, and training to eligible foreign governments and international organizations. These sales are reimbursed as required by law.
- Counter-narcotics, peacekeeping and other international training programs are sometimes included under the security assistance umbrella.

**b. HQDA executive agent.** CG, TRADOC has been designated as HQDA executive agent for security assistance training provided by the U.S. Army. The CG, TRADOC discharges these responsibilities through the TRADOC DCST, the Security Assistance Training Field Activity, and the Security Assistance Training Management Office at Fort Bragg, NC.

**c. Objectives of the SATP.** The objectives of the SATP are the following:

- Develop skills needed for effective operation and maintenance of equipment acquired from the United States.
- Assist the foreign country in developing expertise and systems needed for effective management and operation of its defense establishment.
- Foster the foreign country's development of its own professional and technical training capability.
- Promote U.S. military rapport with the armed forces of the foreign country.
- Promote democratic ideals such as civilian control of the military and establishment of effective military justice system.
- Promote better understanding of the United States, its people, political system, institutions, and way of life through a DOD-sponsored Information Program.
- Increase the international military student's awareness of the U.S. commitment to the basic principles of internationally recognized human rights.

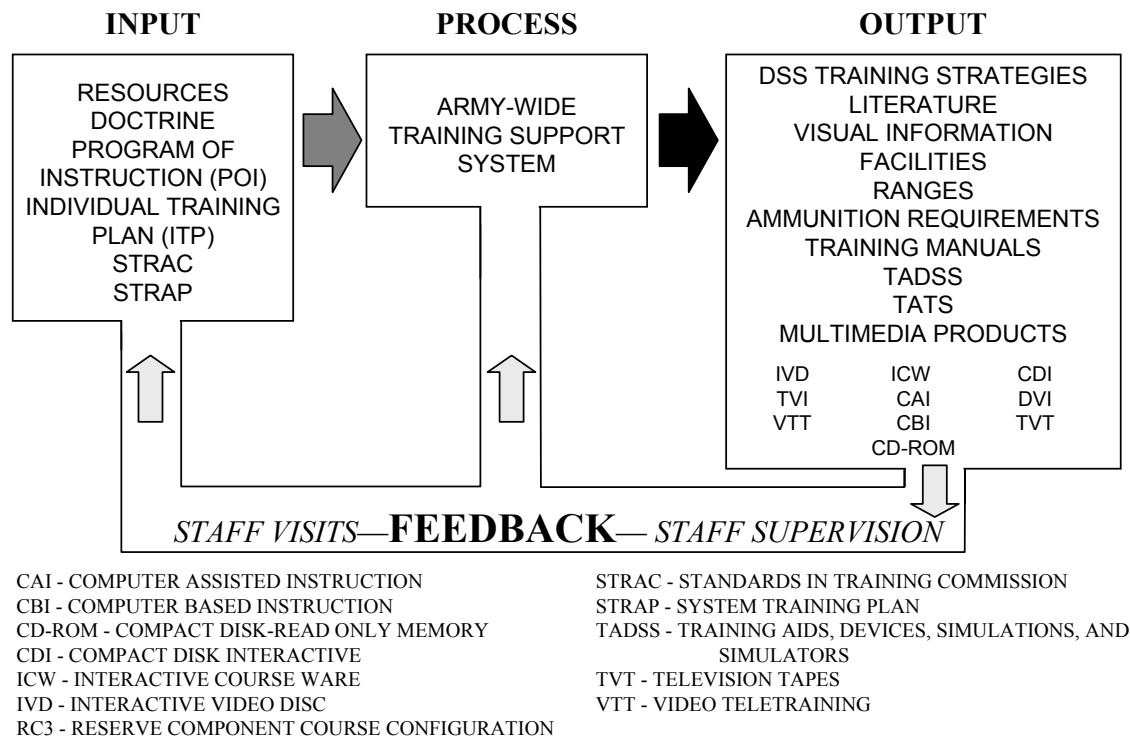
## **SECTION VIII**

### **THE TRAINING SUPPORT SYSTEM**

#### **15-38. Training support—general**

Training support provides the foundation on which the Army training system runs. That foundation includes training management, training facilities, ranges, advanced collective training facilities, troop schools, equipment and supplies, training land, ammunition, devices and simulators, simulations, resident course materials, extension training materials, publications, visual information materials, learning centers, video teletraining, correspondence courses, and evaluation/ standardization. This foundation enables the training system to meet Army training needs with trained individuals and units. The system model is at Figure 15-15.





**Figure 15-15. The Training Support System**

### 15-39. Organization for training support

**a. Army Training Support Center.** The ATSC is tasked to standardize, publish, and distribute the bulk of training support products, which are developed at the Service schools as described earlier. Each MACOM manages installation VI/TSC for "One-Stop Service" VI documentation of operations and field exercises, training support queries, products, and coordination through ATSC to proponent schools and activities for new requirements.

**b. Process.** The Training Support System provides training materials and services supporting the training base and unit training programs including resident training. It provides the processes as well as the manuals, visual information/multimedia products, simulators, devices, real estate, ranges, ammunition, and other tools necessary to conduct training in units and institutions. It is a multibillion dollar program.

**c. Automated Systems Approach to Training.** The ASAT provides education/training products and materials to the RDL for distribution.

**d. RDL.** The RDL is the primary means of identifying products that will provide field commanders and trainers with the exportable education/training materials necessary to support training outside the U.S. Army service schools. Exportable training includes both collective and individual training and is based on tasks, conditions, and standards. It is specifically designed for use in the field or garrison training environments to bring both individuals and units to the desired level of training. The MACOM and operational units, like TRADOC, also get involved in the preparation of training materials, but on a limited scale. The remainder of this section will examine the principal training support available.

### 15-40. New training technologies

**a. Simulations.** OPTEMPO and ammunition costs are expected to continue to increase for the foreseeable future. This coupled with a decline in maneuver and range land will warrant the

continued expansion and integration of simulations into the training base. Embedded or strap-on simulation systems in the future will provide the leaders and operators with realistic training within units by training on the actual equipment. Seamless simulation technologies can expand training horizons available beyond the confines of a unit.

**b. Distributed interactive simulation (DIS).** This concept calls for the linking of all types of unit training into the same network. The capability would permit the wide-scale integration of various simulation systems and live training without regard to geographical constraints. Thus, an early-deploying RC unit could play the same scenario as its forward-deploying counterpart. The tactical, operational, and strategic battlefield operating systems can provide the common skeletal foundation for this linkage.

(1) *Simulation networking technology.* One of the first steps taken toward achieving this concept was the development and fielding of Simulation Networking Technology. This proof of principle demonstration of technology, jointly developed and fielded by the Defense Advanced Research Projects Agency (DARPA) and the U.S. Army showed that large numbers of simulators could participate in a virtual battlefield.

(2) *Combined Arms Tactical Trainer (CATT).* In the decade of the nineties, the Army built upon this concept by developing CATT programs. CATT is a part-task trainer that builds upon the networked simulation technology currently in use with SIMNET. CATT, in combination with maneuver training in the field, contributes to that portion of the CATS that deals with collective task training at the crew through battalion echelons. CATT addresses maneuver, synchronization, and command and control.

(3) *Close Combat Tactical Trainer (CCTT).* CCTT is the lead CATT program. Based upon training transfer demonstrated in the company/team CCTT, the Army may expand this trainer to meet battalion/task force FTX training requirements. The Fire Support Combined Arms Tactical Trainer (FSCATT) is undergoing contractor proposal assessment for its Engineering/Manufacturing Design (EMD) phase. FSCATT will be fielded in two phases. Phase I will evolve to a full crew virtual system which will provide full combined arms training environment for artillery platoons and batteries. Three other branch trainers—Aviation Combined Arms Tactical Trainer (AVCATT), Air Defense Combined Arms Tactical Trainer (ADCATT), and Engineer Combined Arms Tactical Trainer (ENCATT)—are in the requirements development process. Other Army proponent branches may develop networked simulation training requirements. CATT trainers will be fielded with common software and protocols so that they can use open architecture and operate with each other. Each CATT program benefits from software/hardware developments of the preceding programs. CATT trainers are developed and fielded to meet stand-alone proponent training requirements. Through the use of Semi-Automated Forces (SAFOR) and emulator workstations, proponent training is conducted in a combined arms battlefield environment. Each proponent determines its mixture of simulation and field training.

(4) *Embedded training.* Embedded training is a concept that involves a number of discrete technologies. It will focus on system-peculiar tasks. Hardware will be configured either as an integral part of the tactical system or as a strap-on. Embedded training will allow the weapon system to be used as an individual and crew trainer. Ultimately networking of embedded systems will permit crews to interact with other crews as required in an actual tactical scenario (as MILES does today). Embedded training, like distributed training, will dramatically change the way the Army is organized to train. From both a training and cost-effectiveness perspective, more training will shift to the unit as tools like embedded training become the rule rather than the exception.

(5) *Virtual reality.* Psychologists have long known that the sense of sight can dominate the other senses. Theme parks, such as Disney World, have capitalized on this dominance. For example, wide-screen, stereophonic presentations of roller coaster rides create the physical sensations of the actual rides. The same phenomenon is observable in high-fidelity flight simulations which create sensations of nausea or vertigo especially in the novice. Until recently training applications have been limited. Virtual reality is a new and emerging technology that melds the real world with a computer-generated world. It is an outgrowth of research and development efforts by NASA to simulate space conditions and to link human beings with robots so that complex repairs and maintenance can be performed without humans leaving the confines of the space craft. Virtual reality can be used to insert the individual into a world which is too hostile, too expensive, or too remote to duplicate in a training environment. Furthermore, the computer could simulate interaction with these images. Thus, the prospect of surrogate travel exists to permit a tank commander to perform in a virtual battlefield. For example, if tank crew members were wearing virtual reality helmet visor systems, computer imaging could turn an open field into a city which the tank commander could drive through. This technology coupled with an embedded training system which would allow the fighting of a realistic battle without ever leaving the motor pool.

(6) *Voice input/output.* One of the current hindrances associated with computers in training is the reliance on either a keyboard or mouse to input commands. This severely restricts their use to a “clean environment.” It also adds another dimension to the training—the ability to type affects student completion times. The rapidly maturing technology of voice recognition may eliminate some of these hindrances. Voice-recognition systems coupled with dial-up testing will make language sustainment and certification more effective by minimizing the need for a trained linguist. Visor miniature screen monitors and voice commands will allow maintenance personnel to use computer technologies without leaving a “dirty environment.”

(7) *Artificial intelligence (AI).* As with the other technologies discussed, AI will greatly alter the way the Army currently trains, maintains, and fights on the battlefield. Industry has found that by utilizing AI technologies in diagnostic equipment they could reduce training time for a journeyman from three years to three months with improved on-the-job performance. Since AI will provide round-the-clock expertise to unit-level maintenance, it should cause a restructuring of the current maintenance echelon structure. This will add credence to shifting the training focus from predominantly service school to a unit orientation in the future. AI will also have a great impact in improving target acquisition, engagement, and command and control. It will minimize human interaction and the chance for human error during periods of combat stress. It will be the precursor of passive engagement systems which identify and engage targets automatically. As in maintenance training, these technologies will reduce training time associated with mastering gunnery/operator/maintainer military occupational specialty.

## SECTION IX

### SUMMARY AND REFERENCES

#### 15-41. Summary

a. **Training mission and focus.** As stated in FM 25-100, *Training the Force*, and FM 25-101, *Battle-Focused Training*, the Army’s capstone training manuals, the Army’s training mission is to prepare soldiers, leaders, and units to deploy, fight, and win in combat at any intensity level, anywhere, anytime. The training focus is on the wartime missions. The top priority is training. Realistic, sustained, multi-echelon, totally integrated combined arms training

must be continuously stressed at all levels. Every individual (soldier and leader) and collective training program must be carefully planned, aggressively executed, and thoroughly assessed.

**b. Battle focus.** Battle focus is the concept used to derive peacetime training requirements from wartime missions. Battle focus guides the planning, execution, and assessment of each organization's training program to ensure its members train as they are going to fight. Battle focus is critical throughout the entire training process and is used by commanders to allocate resources for training based on wartime mission requirements. Its implementation enables commanders at all levels and their staffs to structure training programs which cope with nonmission-related requirements while focusing on mission-essential training activities.

**c. Five training systems.** This chapter discussed five training systems: policy, requirements, and resourcing; training development; training in schools; training in units; and training support. Training policy, requirements, and resourcing are the responsibility of HQDA ODCSOPS, specifically the Director of Training. Resourcing necessitates some interesting interfaces with other systems. The ARPRINT, for example, relies on input from ODCSPER as well as ODCSOPS.

**d. TRADOC.** TRADOC is the center for Army training worldwide and as such provides ongoing resident/nonresident training to AA and RC alike. Forces training includes training conducted in units and collective training following the guidance set forth in FM 25-100, *Training the Force*, and FM 25-101, *Battle-Focused Training*.

**e. Training support.** Training support is the foundation of Army training. It manages training materials and services supporting the training base and unit training programs. It is a multibillion dollar enterprise managed by TRADOC through the U.S. Army Training Support Center. Probably the single biggest current training challenge is establishing a cost-effective training strategy as the budget and size of the force become smaller. More so than ever before, the challenge to commanders at all levels will be to execute efficient, meaningful training that ensures trained individuals and units that are ready to meet the country's military requirements worldwide.

## 15-42. References

- a. Army Regulation 5-13, *Training Ammunition Management System*.
- b. Army Regulation 12-15, *Joint Security Assistance Training*.
- c. Army Regulation 25-1, *The Army Information Resources Management Program*.
- d. Army Regulation 25-30, *The Army Integrated Publishing and Printing Program*.
- e. Army Regulation 34-4, *Army Standardization Policy*.
- f. Army Regulation 210-21, *Ranges and Training Areas*.
- g. Army Regulation 350-10, *Management of Army Individual Training Requirements and Resources*.
- h. Army Regulation 350-17, *Noncommissioned Officers Development Program*.
- i. Army Regulation 350-35, *Army Modernization Training*.
- j. Army Regulation 350-38: *Training Device Policies and Management*.
- k. Army Regulation 350-41, *Training in Units*.
- l. DA Pamphlet 350-38, *Standards in Weapons Training*.

- m.** Field Manual 25-4, *How To Conduct Training Exercises*.
- n.** Field Manual 25-5, *Training for Mobilization and War*.
- o.** Field Manual 25-100, *Training the Force*.
- p.** Field Manual 25-101, *Battle-Focused Training*.
- q.** TRADOC Regulation 350-70, *Systems Approach to Training Management, Processes, and Products*